



CITY WIDE
FACILITY SOLUTIONS

The City Wide System of Success

*The First Choice
for Facility Solutions*

When evaluating any business opportunity, proven processes for client acquisition, staffing, and operations are tantamount to success. With more than 60 years in business and 20 years in franchising, City Wide Facility Solutions has cracked the code on multiple tremendous advantages for its franchisees in these key areas.

For Franchise Information:

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NATIONAL ACCOUNTS

The National Business Division of City Wide Facility Solutions has grown from two percent to 20 percent over the past five years and realized revenues of \$97.6 million in 2021.

"Our team focuses on three main aspects of growing City Wide systemwide revenue through national business development: sales, operations, and finance," shares Ryan Sklar, an executive with 20+ years of experience who directs the City Wide National Business Development team. "Our leadership understands the invaluable opportunity with national accounts and the franchisee-level benefits as a result of that business. We are here to make big impacts felt across our network."

When a new franchisee joins the City Wide system, initial on-boarding such as client sales and vendor selection must occur for the business to become operational. In the instance of established national account business, franchisees are often on-boarded with existing accounts in their territory and vetted vendors in place to execute the services for those businesses.

"In many instances our new franchisees are not starting from zero; they're opening their business with credibility, resources, and references via existing national account contracts."

Processes, procedures, and structure had to be built from the ground up by Sklar's team, including the all-important trust factor within the network.

Sklar says, "We had to demonstrate to the franchisees the value of national accounts, and to do that we maintained full transparency from which franchisees could trust the national accounts team to find the clients, handle the negotiations and contracts, manage payments and reporting, and all other aspects of national account development."

How Does It Work?

City Wide has developed a National Business Development Evaluator Tool to help identify market segments best suited for systematic growth through a consolidated facility solutions provider. Those segments include logistics and transportation, healthcare, automotive groups, financial and insurance, and education, among others.

The National Division groups accounts into two categories: top-down and preferred. Top-down accounts are corporate clients sold by the National Business Team who mandate all their sites use City Wide.

Preferred accounts are selected by the clients' local or

regional team who have the option to designate City Wide as a preferred vendor when services are needed. The individual franchise location is responsible for selling this client once the preferred account status is in place.

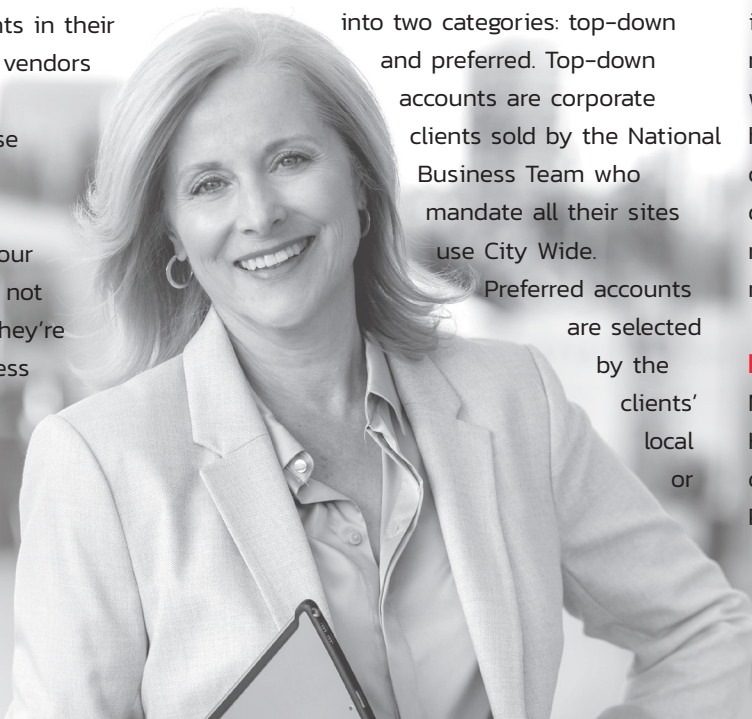
City Wide YOU

In addition to more than a dozen dedicated corporate team members in the National Business Development Division, franchise locations utilize the company's robust intranet system to access national account resources. City Wide YOU is the "hub" for everything from operational game plans, sizzle sheets, reference guides and presentations, account service guidelines, and other account specific details. And, most recently, the company has moved to internal Service Alerts to make the network aware of changes, service issues and resolutions, and all related communications.

"Systems and technology are constantly on our radar so we keep bringing innovation to the table, and not merely reacting to it," said Sklar. "How and when a client wants a service delivered, how we track it, how we show the client our values, it's all tracked down to every detail. The more efficient we are in this regard the more we can take on and the more we grow."

PEOPLE AND CULTURE

Many businesses simply refer to it as HR, but at City Wide the focus of the department is appropriately coined People and Culture.



"We've cultivated a very special culture here, one we're all passionate about and we're really proud of," said Lisa Grego, Director of People and Culture. "Our vision is to be the First Choice for clients, vendors, independent contractors, and employees. This vision cascades down in all we do as employees of City Wide. From a leadership perspective, we find this cultural distinction to be a real factor in why top talent chooses City Wide and stays with us long-term."

Grego says the company's core values provide real guidance on the thought process and execution exhibited by the entire company when strategically looking at systemwide growth. The purpose of City Wide really impressed Grego when she met the corporate team and joined City Wide in 2020.

"Community, Accountability, and Professionalism, to me, means we're going to walk the talk as an organization and model these behaviors in all we do. Our mission is to positively impact others. We all call this our Ripple."

How Does It Work?

The People and Culture team focuses on helping franchise locations recruit and retain qualified, professional staff members including Sales Executives, Lead Generators, Account Managers, and Night Managers among others. City Wide works with a partner agency that has an in-depth knowledge of the model, job descriptions, ideal candidate profiles, and assessments to bring pre-qualified prospective team members to the table for consideration. They also know the

culture of City Wide and can articulate the Vision, Mission, and Values to prospective candidates.

These pre-qualified candidates-turned-hires represented a 75 percent retention rate across all placements from late 2020 to early 2022. This agency relationship translates to significant recruitment and placement savings in both time and money for City Wide franchise locations through a substantially lower, flat rate cost.

On a national scale, City Wide approaches candidate recruitment equipped with a well-defined compensation and commission structure. Second, all positions are aligned with structured on-boarding plans, including a robust Learning Management System (LMS) platform to create a smooth and comprehensive training structure for new employees. New in 2022, City Wide has partnered with a benefits broker to provide a premier medical benefits platform for our franchisees. This is a game-changer according to many franchisees who compete at the highest level for top sales and operations positions.

This system of resources is essentially a "recruitment and on-boarding playbook for all," Grego says.

"Our templates, programs, and software platforms prove themselves over and over, making it easy to execute our model at the highest degree of performance to benefit the entire organization."



Ryan Sklar
*Executive Vice President
of Service Delivery & Innovation*



Lisa Grego
Director of People and Culture



Willie Ramirez
Vice President of Operations

OPERATIONS

Executing the model also drives the City Wide Operations team under the direction of Willie Ramirez, Vice President of Operations. Whether that's facilitating marketing, IT, accounting, independent contractor recruitment, or another aspect of the business, everything is viewed under the lens of accountability.

"We help our franchise locations efficiently execute our model with the end goal of

profitability, not only for the individual owner, but for our entire system," shared Ramirez.

Having been a member of the City Wide community since 2016, Ramirez is incredibly proud of many facets of the business, but highlights the intimate relationships with its owners as a key 'win' at City Wide.

"Understanding their business and what they are experiencing allows the Operations team to have an intimate relationship with the owner. For example, we have a 14:1 coaching ratio while most franchisors have 25:1 or greater. We prioritize strategic development and collaboration across the network with extensive resources and focused effort."

How Does It Work?

With every franchisee, Operations seeks to coach, counsel, and consult. New franchisees undergo a 12-week on-boarding course detailing everything from sales and operations to business plan development and office set up – and it doesn't stop there. In fact, a commitment to continual learning is a must as a City Wide franchisee.

"When I meet new franchisees at Meet The Team Day, I always tell them City Wide is dedicated to providing learning

content for you and your team," which dovetails nicely with People and Culture, but successful Operations is so much more," states Ramirez.

As a \$400 million system, City Wide franchise locations benefit from preferred corporate vendor relationships, shared revenue data, and trends analysis. City Wide also has nearly a dozen Performance Groups that share best practices as well as challenge one another on best financial methods.

"Approximately 70 percent of our business is recurring revenue with an average client remaining with City Wide for five to seven years," added Ramirez. "You don't reach that level of success without managed support and training designed to grow alongside our owners' businesses."



Perhaps the most unique facet of City Wide is the independent contractor workforce that executes the services sold by City Wide.

"Our franchisees and their staff are not providing the services themselves; they're managing the services provided by experts in those fields," said Ramirez. "Operations helps them manage the independent contractor teams from recruitment to contracts to performance evals and payments so the owner can focus on sales and the client experience."

"The client isn't worried about what's ahead or what's to come. They expect us to do that for them, and we don't take that lightly. Our franchisees know we're going to implement positive workflows to create business for the entire system. At the end of the day, City Wide Facility Solutions is ready to serve," concludes Ramirez.

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