

NATIONAL ASSOCIATIONS OF STATE CHIEF ADMINISTRATORS
2006 OUTSTANDING PROGRAM AWARDS APPLICATION

Program Title: Green Cleaning: Cleaning for Health
Type of Award: Individual State Award
NASCA Member State: Washington
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PROGRAM SUMMARY

The custodial operations of the Washington State Department of General Administration (GA) has been designated a *Green Certified Cleaning Program* in recognition of its dedication to cleaning for health and reducing environmental harm. With this, it became one of the first three Green Certified Cleaning Programs in the nation. The first two organizations so designated were the Boeing Company-Anaheim and Sandia National Labs.

This came about because GA has implemented a new janitorial cleaning system, OS1, where custodians specialize in one particular task, working through areas as a team.

“OS1” stands for “Operating System 1”, a program that focuses on cleaning for health, safety and promotes cleaning productivity for efficiency and effectiveness. It is a comprehensive, results-based, standardized cleaning management system that incorporates the gathering and tracking of tangible data, hands-on training and accurate labor forecasting.

The *Green Certified Cleaning Program* designation was based upon a rigorous 3rd party audit that contained over 225 factors that have been benchmarked as best practices in cleaning organizations. This also not only meets, but exceeds the criteria set forth for Leadership in Energy and Environmental Design (LEED™). As a result, facilities that GA cleans with this process will earn points toward a LEED™ Existing Building Silver Certification.

GA custodians began using the OS1 process after it was discovered that their old process was preventing them from fulfilling their customer promise of reliable, quality cleaning services. Custodians first tested the process in a pilot in one of the largest buildings on the state capitol campus in Olympia. The pilot was a huge success and has enabled our custodians to gain efficiencies and provide more responsive customer service. And, it documented that our services are a best value.

Greater efficiencies, increased service, reliable quality, reduced cost, and sustainable work practices have placed GA custodians at the forefront of the cleaning industry and in a favorable position as they enter a new arena with competitive contracting looming on the horizon.

We want to be recognized as a quality service provider giving more and better service for the dollar. We want to be recognized as a service provider who can offer unique benefits contractors can't match. And win our customer's loyalty.

NASCA Application Questions and Descriptions

1. Describe the program and relative significance to the improvement of the operation and/or efficiency of state government.

New civil service legislation, passed in 2004, permitted competitive contracting of what were traditionally public service functions. GA immediately began to examine its impact, specifically on its custodial operations. While we did not fully understand what changes would come, we wanted to use the time we had to identify and decrease our vulnerabilities and, at the same time, prepare for the competitive process.

The evaluation highlighted a number of problems:

- Costs were not competitive, over 50% higher than private contractors.
- Not able to measure work performance and results in a predictable or consistent fashion.
- Unable to clearly identify problems and thus make corrections
- Customer loyalty was “fluid”.

A survey of employees, customers and other operations determined that the biggest problem was the work process itself-not only was it immeasurable; it actually prevented the fulfillment of promises to the customers.

Since it did not appear we could compete on the basis of “price”, we knew then that we would need to focus on showing ourselves to be a better value in other ways. We needed to be able to show that we do more and that we do it better (and, *we would need to be able to prove it*). And, we needed to win our customer’s loyalty to keep them from “going shopping”. The adoption of the new program changed the “Playing Field”—from cost to value.

After evaluating a number of programs to find a process that would meet GA's needs as well as its customers, GA determined that the best program was Operating System 1™.

The Operating System 1 (OS1) program is nationally recognized process that incorporates:

- Cleaning for health first, then appearance
- Treat cleaning workers as first-class citizens
- Simplify, simplify
- Utilize the "Clean Syndrome"
- Go beyond compliance on safety regulations
- Minimize environmental harm

It features:

- Process standardization with exact procedures for every cleaning job
- A state of the art training system,
- "Work Specialization" (often called "Team Cleaning"), which allows for far greater efficiency than zone cleaning
- The use of the best equipment, tools and supplies for every possible job

The Boeing Company's Puget Sound Division had operated an OS1 system for a number of years and won numerous environmental and process awards for it as well as realizing significant cost savings (nearly \$2 million in the first 6 months of its program).

Boeing agreed to train and support GA's custodial unit in its implementation of OS1 and this was a major factor in its success.

The program was implemented in 2004 as a pilot program at one of the largest buildings on the state capitol campus in Olympia. The pilot program was a success, easily demonstrating worker efficiency, reduction of inventory, use of *Green Seal* chemicals, waste reduction, training certification and tracking of costs. As a result, the program was expanded campus-wide.

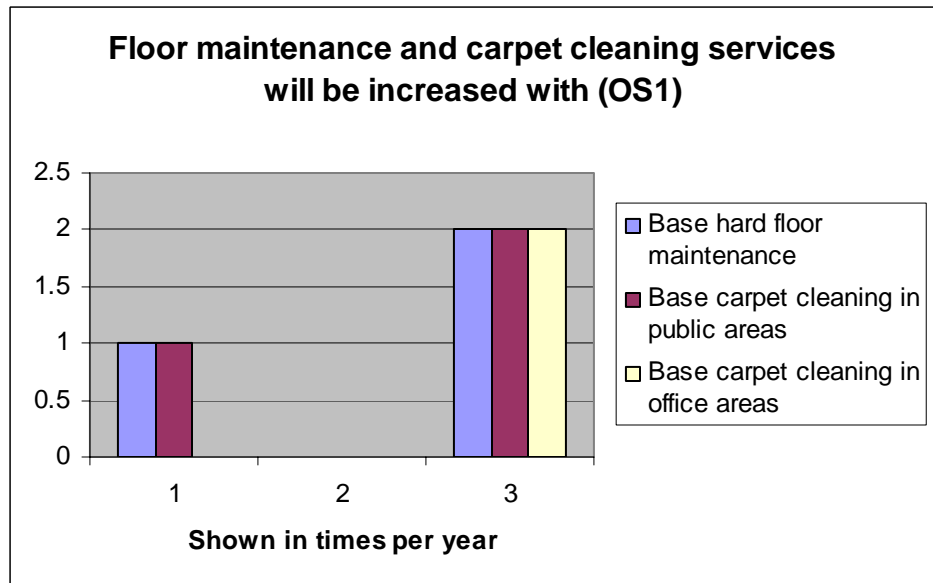
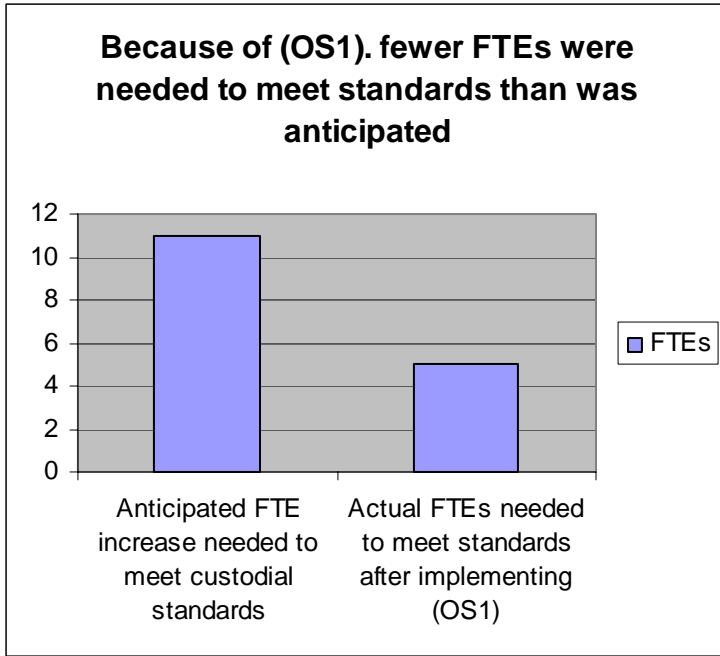
At the same time, we implemented a new cleaning standard that dictated that all areas of the Capitol Campus would be cleaned on a uniform frequency of services. This meant that several buildings that had not been cleaned by our program would receive regular service, and carpet cleaning, which had not been previously provided in offices as a base service, would be performed in all areas twice a year.

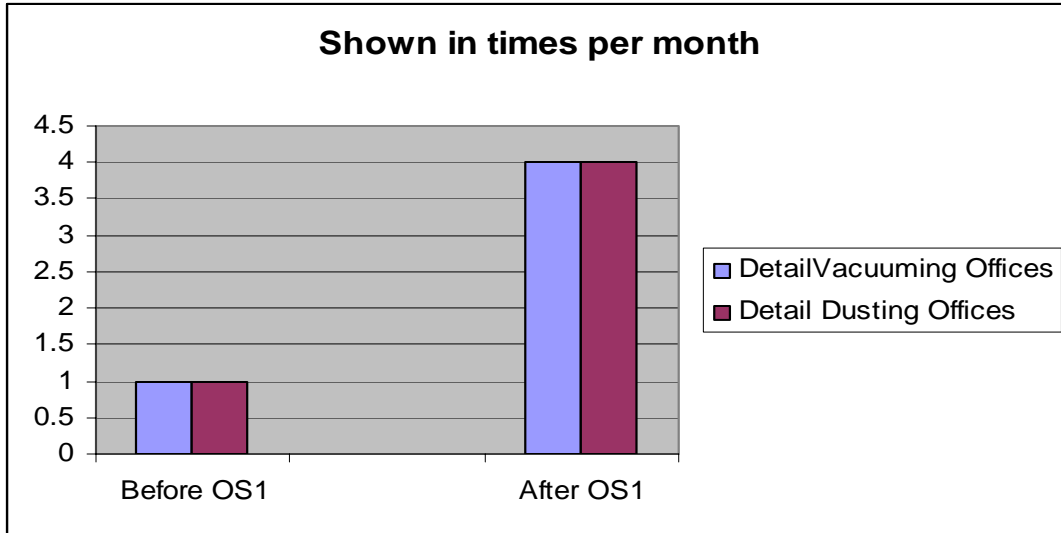
2. Provide calculation of actual savings in short term and/or long term: if applicable.

The OS1 process provides data that enables us to know our costs in every area of every floor of every building. However, prior to OS1, we did not have that data and so we were not able to extrapolate out the amount of chemical savings we have achieved. We do know that the savings will be considerable as we are using fewer products and are dispensing and diluting them in a controlled manner.

We are, however, able to calculate labor savings achieved by implementing OS1 to support our new campus cleaning standards. Based upon our per square foot per FTE baseline calculation, we had anticipated needing 11 new FTEs to support the new cleaning standard. With the efficiencies gained from OS1, however, we only needed 5

for a savings of \$143,964 per year. At the same time our service increased dramatically as shown on the attached graphs.





3. Describe quantitative benefits realized by service recipients, taxpaying, and/or state agencies.

The benefits of cleaning for health go far beyond looks. A more accurate term for cleaning would be "environmental management," which takes in principles such as maximum extraction of dirt and pollutants, minimum chemical and particle residue, effective ventilation and responsible waste disposal. All of these considerations enhance the quality of life of those who occupy a building, and can have a direct impact on their security, comfort, productivity and sense of well-being.

The initial start-up costs were considerable. However, it is difficult to pinpoint an exact total, in part because there was limited data on the costs of many elements of the service prior to the new program. In addition, the program is still too young to have accurate cost data available. But there are other factors to take into consideration:

- We have reduced the number of chemicals and chemical containers being used—from 185 different chemical products to 3 being used daily and 11 for periodic cleaning tasks.

- We don't use products that are made from fossil fuels and all are cleaning chemicals are stored, tracked and managed in locked controlled cabinets.
- We use “potion-packed” chemicals that assure exact dilution and a no mixing policy that eliminates the potential for dangerous and/or toxic mixtures.



- Our employees are trained to use exact amounts of solution and follow a “rule of 1” principle to ensure that products are diluted correctly--- 1 pack per 1 container, 1 pack per 1 bucket, 1 pack per 1 bottle. This procedure has drastically reduced the amount of chemicals we use.

- We use reusable containers (made from recycled milk cartons) and have eliminated aerosol cans and thus reduced the amount of materials taken to landfills.
- We use less water because the process we use requires less water and the dilution of chemicals requires less water.
- We have minimized the amount of stored chemicals with a just-in-time inventory system
- We also use materials that are less toxic and more easily recycled. We provide standardized training on a standard processes and we document what we use and understand what is being disposed of.
- We have reduced the amount of harmful chemicals that ultimately go down our drains by approximately 80% and eliminated many chemicals such as air fresheners that were previously sprayed into the air
- Sensor activated paper towel dispensers have been installed in our buildings resulting in at least 25% savings in the amount of paper used and related disposal costs as opposed to the ratchet lever methods.
- We use color coded chemicals, bottles, and Materials Safety Data Sheets (MSDS) that compliment the program and simplify things for the janitors while making it safer.
- Indoor air quality is significantly improved. We have in place a methodology of '*capture, retain and dispose.*' This means that instead of blowing dust through the air with inefficient vacuum, sweeping or dusting procedures, we actually capture the allergy causing pollutants and dispose of them. The American Lung

Association is now partnering in Indoor Air Quality Education with the manufacturer of the vacuums we use. These vacuums are 96.1% more efficient in filtering particles down to 1 micron in size and are 43% more efficient than a commercial upright vacuum in removing soil.

Our work process includes **work specialization** or, team cleaning as it is also called. By having employees work as specialists each performing one job, it is possible to have custodians move through the building, floor by floor, area by area, keeping lights off in other areas. And custodians are trained to turn off the lights as they leave an area. Custodians now use safer tools, products and processes and receive standardized training for every aspect of their job.



Custodians work as a team with each person working in one of four cleaning specialist positions

Our employees receive hands-on training on each of the specialist's duties; on Material Safety Data Sheets and how to read them; how to protect themselves; chemicals, how use the right chemical and dilution for a specific job; how to rid surfaces of virus, fungus and mold using the appropriate chemical and procedure; and how to protect the environment.

In addition, we are cementing our customer relationships by meeting with customers to increase their knowledge of our efforts and improvements and being more pro-active to resolve issues as they arise.

The OS1™ process we use not only follows but exceeds the guidelines set forth by Leadership in Energy and Environmental Design (LEED™). The determination of certified green organizations is based on a rigorous 3rd party audit containing over 225 factors that have been benchmark as best practices in the industry. Our OS1™ janitorial program recently received the *Green Certified Cleaning Program* status.

To summarize, the program had the following benefits:

- Increased customer satisfaction
- Reduced use of cleaning chemicals
- Reduced operational costs
- Improved efficiency--our employees are able to do more
- Improved quality and consistency-work is measurable and provable
- Employees are safer and happier

In conclusion, the new program has provided a safer working environment for custodians as well as occupants.

4. Describe applicability of use by other state, local and/or federal government.

The OS1 program is using practices that cause facilities to be clean, with minimal impact on the environment. As such, it will provide step forward for any organization that is concerned with the health and well-being of the occupants of its facilities and those workers that have to clean them.

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