

NATIONAL ASSOCIATIONS OF STATE CHIEF ADMINISTRATORS

2006 OUTSTANDING PROGRAM AWARDS APPLICATION

Program Title: Green Cleaning Partnership
Type of Award: Partnership
NASCA Member State: Washington
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PROGRAM SUMMARY

The State of Washington's Department of General Administration (GA) and Correctional Industries (part of the Department of Corrections), have partnered together with The Boeing Company to change the face of the cleaning industry in Washington.

This unique joining together is an attempt to begin in the cleaning industry what NASFA and other organizations have done for facilities maintenance programs. We intend to become more deliberate in our management philosophies; more united and more in agreement on the 'best ways' to clean. We want to bring our contracted services up to a level that enables contractors to fulfill the agreements in contracts and earn a modest profit. We see the need to help our cleaning workers with their professional development and plan to develop apprenticeship and 'learn to earn' programs.

Prepare yourself

Understand building cleaning industry issues, LEAN, standardization, 5S, Just-in-time, and point-of-use

The new program changes things and disrupts comfort zones.

Cultural change

Understand the psychological impact:
Forming, Storming, Conforming and Performing

Prepare the employees/managers -- give them the information
– educate, inform, and train, train, train.

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NASCA Application Questions and Descriptions

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

For some years, maintenance and facilities managers across the nation have recognized that there are significant problems that exist in the cleaning industry.

- There has been a drive down to low bid which has been at the expense of effective cleaning.
- Large, in-house programs have been compared with low-bid, ineffective cleaning contracts which has driven operating budgets down and sacrificed cleaning capabilities.
- Management of cleaning programs has been largely delegated to chemical and equipment vendors (who make lots of money when mistakes are made).
- There has been a devastating failure to understand the importance of cleaning and its affect on health.
- Failure to clean buildings has created indoor air quality issues and can contribute significantly to a pandemic event.
- Significant changes in our national economy have changed the face of today's cleaning worker. Cleaning can no longer be considered a "side job" but is now a vocation, and workers should be treated as professionals, deserving of a modest living wage and medical benefits.

- Benchmarks the industry relies on to compare assignments and staffing levels and to justify resource requests are flawed and ineffectual because there is no consistency in the elements of our individual programs.

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

the beginning of a continuing partnership that we hope will change the face of the cleaning industry in Washington state.

Washington State's Department of General Administration (GA), fresh from its designation as a "Green Cleaning Certified Program", partnered with Correctional Industries (a part of the Department of Corrections) and The Boeing Company to try to promote and educate cleaning organizations and facilities managers in best practices and sustainable approaches to cleaning.

Our first step was to host a Sustainable Cleaning Symposium. The symposium, titled "It's Time" was designed to bring together Cleaning and Facilities Managers from around our state. The basic elements of the symposium were bench-marking and data-driven results for custodial and facilities operations. But the real emphasis was on sustainability.

Cleaning managers in Washington had been looking for help in how to make their custodial programs more effective. Many of them possess strong backgrounds in facilities maintenance but their expertise in the custodial field wasn't as strong and many found themselves managing a program they didn't truly understand. They weren't sure how many people they needed to clean effectively or even what 'realistic cleaning' looks like. Over the years they have based their budget requests and performance measurement on comparisons with other programs. But those comparisons have been ineffective as all custodial programs have faced the same challenges. Most managers

understood the obstacles they faced, but were unsure of how to overcome them. The Symposium was a welcome first step to getting answers.

When we announced our intention to formulate a group of cleaning industry professionals to work together for positive change, the response was overwhelming.

As a result, we have begun to formulate our teams and develop sub-committees which will meet on both sides of our state. We envision that, over time, our team will work together to address many topics, some of which will include:

- Developing a Sustainable Cleaning Program and Certification Program for Washington – the first in the nation!
- Developing a standard for an effective cleaning work process. Defining the necessary elements
- Defining the ‘Best Ways’ to clean (ensure that essential cleaning is done despite challenges with existing resources)
- Safety and worker injury.....reduction and tracking
- Developing standards for work-loading and scheduling employees for efficiency and energy savings.
- Communication and communication tools
 - How to make our business case effectively
 - How to obtain more staff and resources.
- Cleaning worker certification and apprenticeship programs

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

The program is too young.

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

No other activity exemplifies sustainability more than cleaning facilities. Adequate and efficient cleaning processes prolong the life of buildings, while protecting the occupants. The days of shrinking budgets, competitive contracting, and environmental concerns mandate effective custodial operations. Not only do they yield actual dollar savings, but also protect the environment.

Such a complete plan involves planning far beyond green cleaning products. It must include an entire cleaning strategy that contributes to authentic sustainability. And yet many facility administrators do not understand the complete custodial process. The following indicates factors that should be considered:

- Improving or changing cleaning processes impacts both health and costs.
- Cleaning accounts for approximately 26% of all facilities operating costs, which is the second highest cost after utilities (27%).
- 90% of cleaning costs goes to labor, 10% for supplies and overhead.

- The majority of complaints reported in custodial services relate to dusting and vacuuming, with carpet maintenance receiving 30% of all complaints
- 405 of companies consider indoor air quality issues are related to cleaning.
- Cleaning is the most labor intensive maintenance service. Taking low bid only eliminates labor, thus less cleaning is done.
- While cleaning costs for commercial office space have declined over the last 10 years despite inflation, it is a result of less cleaning.

Both the Boeing Company and GA have achieved remarkable results by utilizing the OS1 program and emphasizing cleaning for health and the use of green products.

- 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 “portion-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.

It is hoped that these results can become the benchmarks of the cleaning industry through the influence of the partners and the example they set, as well as by continuing educational efforts through a consortium stimulated by such a productive partnership.

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

This is a new public-private partnership that can be adapted at any level and in any state.