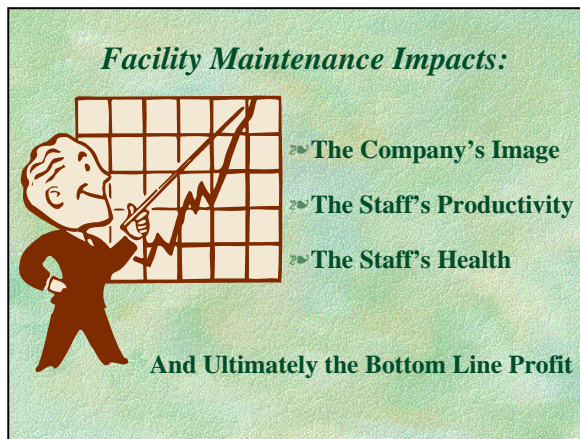


The 5 Most Expensive Mistakes Managers Make In Selecting a Janitorial Service.

Mistake #1: Failing to recognize the relationship between facility maintenance and bottom line profits.

There are three major impact points in which building maintenance effects the bottom line profits of a business. These impact points are very real and the effects are measurable. The impact points are: 1) The *image* that the business projects to prospects, clients and personnel, 2) The *productivity* of workers within the facility, and 3) The *physical health* of personnel in regards to time off and the number of paid sick days used.

It may seem obvious that image, productivity and health are important to business success but you may be surprised at the impact janitorial services can have on these three areas.



Each of these points is so important and so impactful to the bottom line profits of a company that they must be addressed individually to fully illustrate their significance.

Image: We've all grown up hearing the cliché "actions speak louder than words." It is also true that "Image" speaks louder than

words. When two individuals meet for the first time, they form 10 different conclusions about each other within the first 2 minutes.

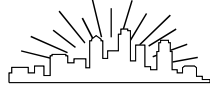


These conclusions are formed by evaluating the other person's hygiene, grooming, dress, handshake, eye contact, voice, vocabulary and so on. Most of these conclusions either add to or detract from the credibility of the person being evaluated. Of course poor grooming and hygiene obviously take away from a person's credibility, but another credibility killer is the "mixed message". That is where an individual is communicating one thing with what they say and quite another with their image. The person may be trying to appear to have achieved a certain economic status but their clothes, tastes and values tell a different story. The person is not believable because things just don't add up.

Well, what does that have to do with a company's image? Companies communicate their image in several ways. One way is through the "company line".

The company line is what is communicated through literature, brochures and "official" presentations. It is how a company wants to present itself to the public. This image will

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set standards for the company and its personnel to live up to.



When a company claims to have high standards of quality, but their facility maintenance demonstrates low standards, the company is less believable because things just don't add up. If a company claims to be a well managed, result oriented business but their maintenance standards are low, the mixed message reduces or even eliminates believability.

If you look at the best-managed, most consistently profitable companies in America you will see the best maintained facilities. The inverse is also true. How well a company is managed is reflected in the condition of their facility. The implication is: if a company can't maintain their facility, they probably do other things poorly as well. On the other hand, if a company is maintaining their facility to very high standards they are probably maintaining high standards in other areas as well.

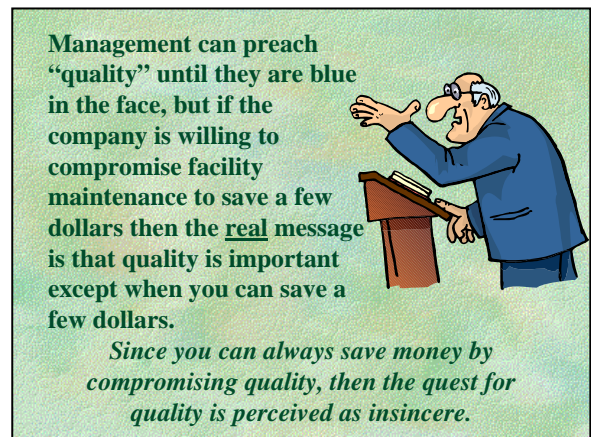
Let me give you an example. UPS is considered by many to be one of the best managed companies in the world. They pay special attention to their image. They wash every truck every day.

The personal grooming of their delivery personnel is extremely important. If a facility is inspected and found less than

clean you can expect to see the manager with a mop in his hand. They know that the cleanliness of their trucks, drivers and facilities are a reflection to the customer of how they take care of business. Who would trust their valuable packages to a company that can't (or won't) take care of their own equipment?

It may not be "right" or "fair", but people ~ and companies ~ are judged by the image they project. Any incongruity in that image takes away from their believability and credibility. This is especially true when it comes to the whole issue of quality.

Management can preach "quality" to all of the personnel responsible for quality in their business. But, if the company is willing to compromise facility maintenance to save a few dollars then the real message is that quality is important except when you can save a few dollars. Since you can always save money by compromising quality, then the quest for quality is perceived as

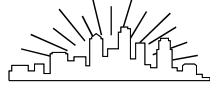


insincere.

The advice to individuals who want to be promoted to higher levels in the company is to dress two levels above the position he/she wants to advance into. This will demonstrate and communicate higher personal standards, which extrapolates into higher performance. This strategy works. It also works for companies.

If management will pay attention to their company's image and elevate that image a

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few levels above their competition, it will effect their business in numerous positive ways.

There is a very good reason that executives of Fortune 500 companies use image consultants. There is a very good reason that Fortune 500 companies have the best-maintained facilities. Monies invested in elevating personal and corporate images have very high returns.

Trying to save monies in these areas is among the most expensive mistakes people can make.

Studies show that Productivity either improves or declines based on environmental factors.

Proven to have an effect on Productivity are:

- ✓ Wall colors
- ✓ Pictures
- ✓ Plants
- ✓ Fountains
- ✓ Temperature
- ✓ Background music

Productivity: It probably isn't news to anyone to find out that our environment effects our productivity. Research universities have spent millions of dollars to determine in what ways different environmental factors effect performance. The color of walls in a room can make people feel strong, weak, calm, or agitated. Temperature can make people feel lethargic or alert. Music can put us to sleep or make us feel exhilarated. The most successful companies control the environment to maximize productivity. Investments in art, fountains, plants, designer paint jobs, and specially programmed background music have all proven to be profitable investments.

Of all of the ways that we can invest in a more productive environment, Cleaning:



- ✿ **Is the least expensive.**
- ✿ **Has the most dramatic impact.**

Of all of the ways we can invest in improving our environment, cleaning has the highest return on investment.

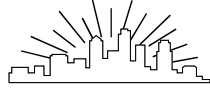
Cleaning can make all of the other environmental factors more effective or, if neglected, can negate the effectiveness. Cleaning is a force multiplier or a force eliminator. When you consider the negative impact a poorly cleaned facility has on productivity and you consider the financial impact of the lost productivity, trying to save money by under-maintaining a facility doesn't make financial sense.

Health: Facility maintenance impacts the health of the staff in two major areas, indoor air quality and the transfer of disease. This leads to the 2nd most expensive mistake managers make in selecting a janitorial service.

Janitorial Services impact Health in two major areas:




- ✓ **Indoor Air Quality (IAQ)**
- ✓ **Safe, Sanitary Restrooms**



Mistake #2: Not understanding the impact indoor air quality has on the health and productivity of employees and not realizing the impact janitorial services have on indoor air quality.

Most Americans spend more than 90% of their time indoors. In addition, most of us spend the majority of our working hours in an office environment. Due to a number of factors, many of our indoor environments have become poisoned and unhealthy for human occupation. Studies conducted by the United States Environmental Protection Agency (EPA) and others show that indoor environments sometimes have levels of pollutants higher than pollutant levels found outside. In fact, indoor air pollution can be up to 100 times *worse* than outside air pollution.

A 1989 EPA Report to Congress



- »Estimates that poor indoor air may cost the nation tens of billions of dollars each year in lost productivity and medical care.
- »Concluded that improved indoor air quality can result in higher productivity and fewer lost work days.

A 1989 report to Congress estimates that poor indoor air quality may cost the nation tens of billions of dollars each year in lost productivity and medical care. The report concluded that improved indoor air quality can result in higher productivity and fewer lost work days.


The EPA reports that there are 3 primary contributors to poor indoor air quality.

1. **Biological contaminants:** Bacteria, viruses, fungi and molds, dust mite allergen, animal dander and pollen may result from inadequate maintenance and housekeeping.
2. **Chemical pollutants:** Tobacco smoke and emissions from products used in the building. This would include emissions from cleaning compounds used by the janitorial service.
3. **Particles:** Solid or liquid substances that are light enough to be suspended in the air.

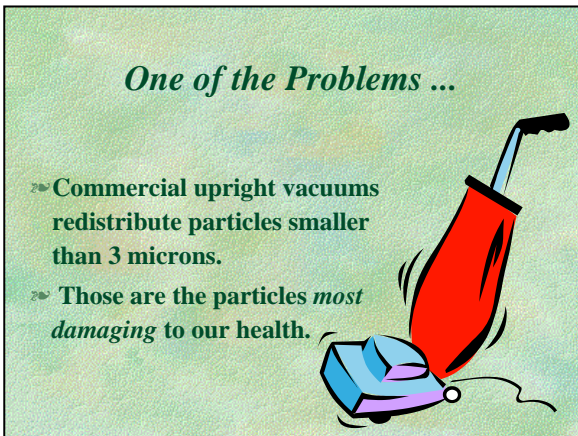
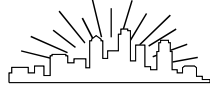
Another EPA study came to the conclusion that the best air filter in an office or home is the carpeting on the floor.

Carpeting Traps:

- »Dust
- »Dirt
- »Bacteria
- »Allergens
- »Mold & Mildew spores



Another EPA report came to an amazing conclusion. They reported that the best air filter in most homes and offices is the carpeting on the floor. The carpeting traps dust, dirt, bacteria, allergens, mold and mildew spores. As long as these contaminants are trapped in the carpet, and no one is crawling on the carpet, they are not really hurting most people. However, the process of vacuuming can stir up those particles from the carpet and redistribute them into the air where they are extremely harmful to the building occupants. On the other hand, if the carpets are not vacuumed, bacteria, mold and mildew can build up in the carpet and become very toxic. Carpets must be vacuumed on a regular basis to get the contaminants out and to extend the life of the carpet. But if that process contaminates the air, then the health of the occupants will be compromised.



A large part of the problem is caused by the use of commercial upright vacuum cleaners. These commercial upright vacuum cleaners contribute to the indoor air quality problem in two ways. The first problem is with the filter system. Most commercial upright vacuum cleaners have a poor filtration system that fails to capture particles smaller than 3 microns. The scary part is that particles smaller than 3 microns are the *most* dangerous to a person's health. The commercial upright vacuum cleaner redistributes these particles every time the facility is vacuumed never taking them out of the indoor environment. In most facilities this is daily. The result? Offices become more and more toxic as time goes on. It is no wonder that more and more people are having more and more problems with allergies. The other problem with commercial upright vacuum cleaners is the beater bar. Most people think that a beater bar adds to the cleaning ability of the vacuum cleaner.

In reality, it adds to the indoor air quality problem. Here's how: A beater bar usually has a combination of brushes and contact bars that sweep and vibrate the carpet. This sounds good at first glance but consider this ... as the beater bar spins at high speed these brushes and contact bars become a fan that pushes air and particles away from the cleaning head and up into the air. To prove this to yourself, put a feather on a hard floor

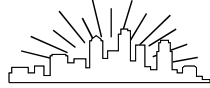
and try to vacuum up the feather with a beater bar type vacuum cleaner. The fan force of the beater bar will continually push the feather away from the cleaning head. You can't catch it. So an upright vacuum cleaner has one fan (the beater bar) that is pushing particles away from the cleaning head and another fan (the vacuum fan) that is sucking from up and behind the beater bar. These two fans work against each other in a pure vacuum sense. I'm not saying that beater bars have no use. When it comes to animal hair or threads stuck in the nap of the carpet, a vacuum cleaner with a beater bar is more effective on the hair and threads. But at the expense of spewing dust into the air and making the environment more toxic. And besides, most office buildings are not concerned with removing animal hair, they are concerned with removing dirt, dust, etc.

There is good news and bad news when it comes to indoor air quality and vacuum cleaners. The good news is that there ARE vacuum cleaners that pick up as much as *40% more* dust and dirt as a commercial upright *and* retain particles down to a fraction of a micron without using a beater bar.



Every time one of these units is turned on the air gets cleaner and cleaner. The bad news is that they cost about 5 times more than a commercial upright. However, that isn't as bad as you might think. Because these vacuums are so much more efficient, there is some gain in labor cost reduction.

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So, over time, they actually pay for themselves in saved labor dollars.

When you turn a commercial upright vacuum cleaner on you can't see the particles it is spewing into the air under normal lighting. In the same way, when you turn an ultra-high filtration backpack unit on you can't see the particles it is retaining. But even though you may not be able to see the difference, it will impact health and attendance over a long period of time in a very measurable way. This has been demonstrated more than a dozen times in schools where air quality test and attendance records were compared in a before and after scenario where the only change made was switching from commercial upright vacuums to ultra-high filtration backpack vacuums. These case studies are available upon request and prove that ignoring the indoor air quality issue has a negative financial impact on businesses.

Healthy IAQ is up to YOU!

According to the EPA's IAQ Publication, "An Office Building Occupant's Guide to Indoor Air Quality":



"Building management should avoid procedures and products that can cause indoor air quality problems."

According to the EPA, another big contributor to poor indoor air quality is cleaning chemicals and compounds. These products release toxins into the air that accumulate over time. This is an easy problem to resolve by simply making sure the janitorial service is using only low toxic compounds. This has become easier recently with some of the new products on the market. Almost everyone is familiar with the product Oxiclean and the amazing things it

will do. It is a great cleaner and it is also great for indoor air quality.

According to the EPA:

Problem:



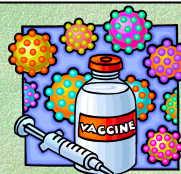
⇒ We should avoid cleaning products that cause problems by giving off pollutants & odors and take steps to reduce exposure to contaminants from cleaning products by using non-chemical methods where possible.

Solution:

⇒ H2Orange2: Low toxicity cleaning chemical program.

Rather than releasing toxins into the air like most cleaning products, Oxiclean gives off oxygen. The active ingredient is hydrogen peroxide, which oxidizes into oxygen. One of the problems with Oxiclean is it has a very short "life" after it is mixed up. In fact, the effective life can be as short as 15 minutes if left in the sunlight. The good news is, there are other professional products available that are stable (they have a long life) and also use the Hydrogen Peroxide concept to boost the other ingredients. With this strategy it is possible to have a good cleaning product with 1/10th the active ingredients of Windex. Another great benefit of these products is that they are also sanitizing agents.

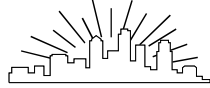
Mistake #3: Not understanding the difference between "cleaning", "sanitizing" and "disinfecting" restrooms and the impact this has on the staffs health.



Health: The Safe Restroom Problem

- ⇒ There has been a significant rise in Tuberculosis and Hepatitis along with all of the other scary things that are passed around in public restrooms
- ⇒ Fact: 99% of janitorial services that clean restrooms have minimal impact on the spread of disease.
- ⇒ There is a monumental difference between cleaning a restroom, sanitizing a restroom and disinfecting a restroom.

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And also realizing that most janitors don't know the difference either.

There has been a significant rise in Tuberculosis and Hepatitis along with all of the other scary things that are passed around in public restrooms. The fact is, 99% of the janitorial services that clean restrooms have very little impact on reducing the spread of disease. Most people think that a clean restroom is a safe restroom. Well, that depends on your definition of clean.

A restroom can *look* clean but still be crawling with infectious and transferable germs, viruses and bacteria.

There is a monumental difference between cleaning a restroom, sanitizing a restroom and disinfecting a restroom. Most uninformed people think that the difference is just in the product used to do the cleaning. That is what I thought for years until a chemist explained the difference. Disinfecting cleaners **do not** disinfect and sanitizing cleaners **do not** sanitize unless some very specific rules are followed. For a sanitizing agent to sanitize it must be applied to a clean surface and allowed to dwell for 5 minutes. This gives you a 99.9 % kill rate of bacteria, viruses and germs.

For a disinfecting cleaner to disinfect, it must be applied to a clean surface and allowed to dwell for 10 minutes.

That gives you a **100% kill rate** of bacteria, viruses and germs. The key is that these agents are only effective when applied to a precleaned surface. If these agents are applied to the typical surface in a dirty restroom you can expect only a minute, partial kill of whatever was on the surface.

The surface may look clean, but there may still be transferable germs on the surfaces.

To protect those that use the restrooms, the fixtures should first be *cleaned with a sanitizing agent*. This will get a 30% to 50% kill of the transferable germs.

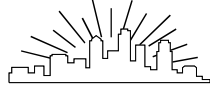
Then the disease transfer points should be *sprayed with a disinfectant* which is allowed to dwell for 10 minutes. Also make sure the disinfectant states on the label that it is effective against Hepatitis and Tuberculosis. Not all disinfectants can make this claim!



So far, we have addressed the three subjects of image, productivity and health and how all of these impact the bottom line profit of a business. All of these impact every business.

The impact in many cases is positive and contributes to the success of a business. The impact in other cases is negative and undermines all of the other efforts made to make the business a success. Investing in facility maintenance that enhances these three areas will have a good return on investment and will contribute to the profit of the business. If these items are ignored or minimized the impact will be negative.

Whether the impact is positive or negative ~ the impact is still there, all of the time. While it would not be wise to overspend on building maintenance (although this would be a less expensive mistake than under spending), cutting the budget too much in building maintenance will cost much more than it will save.



Mistake #4: Not making sure the janitorial services' General Liability Insurance includes "Care and Custody."



"Care and Custody" is a clause in most general liability insurance policies that excludes coverage on anything that is in the care and custody of the insured, their agents or employees. Here is an example: An air conditioning contractor is in the process of repairing an air conditioning unit and he accidentally damages the unit he was working on. The damage would not be covered because the air conditioning unit was in the care and custody of the air conditioning contractor.

We learned about the care and custody exclusion the hard way. Hydrochloric acid is sometimes an ingredient in very strong toilet bowl cleaners.

Quite a number of years ago the cleaning personnel used such a product on some marble partition walls in a downtown building. The acid etched the marble. There were more than just a few stalls damaged ... it was more like 20 to 30 stalls! Since the partitions were marble there was a lot of damage. We turned the claim into our insurance company with a description of what had happened. The claim was denied because the partitions were in our "care and custody" at the time they were damaged.

The "Care and Custody" exclusion is understandable for an air conditioning contractor but isn't appropriate for a janitorial contractor because *everything* inside the building that ever needs to be dusted or cleaned is in the janitorial service's "care and custody". That includes just about everything. It makes the typical insurance coverage of very little value. It is sort of like having car insurance that only pays if you're not driving.

As a result of our expensive lesson, we now have "real" insurance coverage that covers everything in our care and custody. This insurance costs far more than the policies that exclude care and custody. But it is worth the additional money because this policy provides the protection everyone needs.

So, make sure that the janitorial vendor you choose has general liability insurance that includes "care and custody". You can tell because it will be stated plainly on the insurance certificate provided as proof of insurance. If it doesn't say "includes care and custody" on the certificate then it probably doesn't. Our experience is that almost all of the insurance carried by small contractors excludes "care and custody". This may not seem like a big issue. And it isn't, unless an accident happens. But if an accident happens that isn't covered because of this exclusion, the business will be out the cost of the accident, the small contractor will likely be out of business and the manager will be in trouble for taking such an unnecessary risk.



Mistake #5: Signing a long-term contract that can't be canceled with a simple 30-day notice.



We are running into this more and more lately and it usually takes the client by complete surprise. The client becomes dissatisfied with the service or due to business reasons they need to cancel the service. When they call the janitorial provider they find out they are in a binding contract that can only be canceled under a fairly ridiculous scenario.

Most say something like this: 'This contract can only be canceled for nonperformance if the client notified the janitorial service in writing of the specific issue and the janitorial service failed to resolve the specific issue within either 10 or 14 days.' This puts an unreasonable burden on the client to submit each and every complaint in writing. This gives the janitorial service an unreasonably long time to cure the problem and makes no provision for recurring problems.

Many companies have been trapped into bad service for long periods of time. Some managers have been asked by their supervisors "why did you sign such an agreement?"

Some of these contracts last for 2 to 3 years. One contract we ran across recently was

only for 1 year but it automatically renewed on the anniversary date for another year if notice wasn't given exactly 30 days before the anniversary date. This almost always traps the client into the balance of the year in which they become dissatisfied with the service or experience another reason they need to cancel the service.

With all of the options available in janitorial services there is no need to sign a long term agreement and every reason to make sure any agreement you sign has an easy to use escape clause. Janitorial providers should have to earn your business every time they clean. And if there is a problem, the response time of the janitorial service will be much better if they know the agreement can be terminated at any time, for any reason.

Conclusion: There are a lot of great janitorial services willing and able to serve your business. But there are a lot more companies out there who will disappoint you in time.

By avoiding these 5 mistakes you will increase your odds dramatically in creating a relationship with a vendor that will service your long term needs and deliver all of the benefits that are available from a great janitorial service.