LINCOLN PUBLIC SCHOOLS

Sanitation Audit Report

July 2011

PREPARED BY

Sanitation Systems Incorporated
Since 1957

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INTRODUCTION

To measure is to know. There is hardly any operation in all of business and industry in which there is so little measurement, and therefore so little knowledge, as in sanitation. Even where rough yardsticks are used, they are generally based on tools or methods long since discarded in progressive operations. Crucial data about how these rates were derived are not recorded, but carried in the fallible memories of supervisors. In other crucial areas of the cleaning program, in measuring quality and work performance, in establishing checks and controls, and in setting up a sound organization -- operations that have been standardized in American industry for at least two generations -- almost nothing has been done.

All these gaps in the measurement, knowledge, and organization of cleaning culminate in low productivity. Where labor productivity in manufacturing has more than quintupled in fifty years, cleaner productivity has risen only a fraction of that. Cleaners remain unskilled and undeveloped, the most unproductive workers on the industrial ladder. Modern air-conditioned offices in which engineers may be blueprinting space stations, are still cleaned by methods that would have been familiar to our grandfathers. Small wonder that, as wages have risen, cleaning costs per square foot have soared, even while quality of cleanliness has generally remained substandard.

The Standards System's answer is to do what industry has done: match the workers' increased wages with increased productivity -- thus keeping unit costs relatively stable. This, however, requires the same concentrated application of specialized skills to cleaning problems that industry applies to its problems.

Building, plant, hospital or school managers, beset by the complexities and problems of their own businesses, are hardly in a position to devote sufficient time and the trained executive talent necessary to develop and apply these specialized skills. Sanitation Systems Incorporated (SSI), whose only business is applying these skills to cleaning, has made it a policy to seek, find and develop the best and most advanced techniques in sanitation.

SSI applies to the cleaning program the same management methods that have proved so successful in reducing costs and controlling quality in industry. That this application of management methods to cleaning results in such great gains is not only a tribute to the Standards System, it is also an index of the relative backwardness of sanitation. In this field, the scientific application of standards by experienced consultants yields large results in a short time.

A unique feature of the Standards Systems is the emphasis placed on motivation. In the intensive training sessions, every effort is made to develop the cleaner's desire to do a better job by stimulating pride in his work and educating him to quality consciousness. In training of supervisors, and senior cleaners, the stress is always on leadership through motivation rather than coercion. This is in line with the established principle that the motivated worker does a better job than the driven worker. Especially in cleaning, where a supervisor sees the worker at most a few times each shift, it is important to motivate him through recognition, respect, and above all, technically competent leadership.

A key concept of the Standards System is the continuous application of management level talent and thinking to sanitation. The Standards System provides leadership, planning, guidance, and continuity through the use of client supervision trained by SSI. This is supplemented, where needed, by periodic consultant follow-up. In this way, professional competence and resources are constantly brought to bear on housekeeping problems, and management can devote the time, effort, and concern to other areas that it might otherwise be forced to give to the cleaning program.

The tangibles of a good sanitation program -- square foot coverage per hour, quality of cleanliness, and costs -- can be expressed in numbers. The intangibles, such as the satisfaction and pride that come from having an outstanding cleaning program, may be just as important.

EXECUTIVE SUMMARY

Sanitation Systems Incorporated (SSI) was engaged by Michael Haines, Facilities Coordinator of Lincoln Public Schools, to prepare an evaluation study of the current cleaning program at the school and to make appropriate recommendations for improving it. Key aspects of the present cleaning program were studied and analyzed.

This is a cleaning program in trouble. Analysis of the technical factors indicates that it shares all of the weaknesses commonly found in non-standard operations: a technically untrained, largely unsupervised staff using outmoded and inefficient methods; a weak, unfocused organization hampered by the absence of measured workloads with few prescribed frequencies in a basically unscheduled daily operation. The program for absentee or contingency coverage is anemic at best and there is no formal training program. Quality control is non-existent.

Each custodian cleans in his own way, using his own mix and match of tools and chemicals. Acid bowl cleaners are still in routine use in cleaning washrooms, to the detriment of non-porcelain surfaces as well as the health of the custodians. Equipment in daily use is frequently inadequate and always non-standardized.

One of SSI's major contributions to industrial cleaning has been the measurement of quality in objective, numerical terms (see "How Clean Is Clean," p. 7). Two basic indices are used: the Quality Factor (**Q**) expresses only the cleanliness of a given area or facility; the Appearance Index (**AI**) is comprised of the three factors that determine an area's overall appearance: cleanliness, order, and engineering-maintenance.

With standard levels for both the Quality Factor (**Q**) and Appearance Index (**AI**) designated as 1.00 (100% of standard), the overall **Q** for LPS is 77.3% while the overall **AI** is only 64.8%. Since the average occupant reacts to the general impression of an area, the **AI** is the more significant of the two figures.

As low as it appears, LPS's overall **Q** of 77.3% *overstates* the effectiveness of the current cleaning program. The very low Appearance Index, reflective of heavy clutter and aging facilities, has the effect of lowering the standard against which the cleaning is measured. In our experience the cleaning levels would be 5% to 8% lower under more normal circumstances.

There is good news, however. By redirecting current resources, creating firm guidelines for their use and bringing a creative approach to short term solutions with long term pay-backs, Lincoln Public Schools need spend little more money than is currently budgeted to bring major improvement to their cleaning program.

Major Findings:

Supervision: The most glaring problem in the operation is lack of supervision. Cleanliness cannot reach achievable levels without creating and staffing a position. Ideally, the current position of day Head Custodian could be converted into that of a working supervisor. Current duties need to be stripped of non-essentials to allow an oversight capacity and to perform a basic quality control function.

Shift Scheduling: The second shift arrives at a time when students are still present. For a variety of reasons this is a major impediment to an efficient operation. We strongly urge that the second shift be pushed back to 3:30 – 11:30 PM. We are also against the present plan to send a part-timer from Lincoln to Hanscom at the end of the summer (see Staffing and Coverage, p. 40).

Costs: Evaluating costs on a comparative basis (see p. 46), shows that they are well above average for schools, due in large part to the generous hourly wages of the custodians. Labor costs normally run between 92% and 95% of overall cleaning costs. At LPS they top 96%.

It is evident that the lack of a standardized approach in the current program is contributing to the sense that taxpayers are paying for clean schools without receiving them. Unfortunately, this frustration is usually directed at the people who are attempting to do the cleaning without regard for the fact that the system in which they are operating is poorly organized and without

sufficient training at any level. Without professional level support, they cannot be expected to produce professional results.

Cleanliness Levels: The cleanliness gains proposed by SSI under a reorganized Standards System in Cleaning would be substantial. We propose to raise overall cleanliness levels from the current 77.3% of standard to a standard level of 100%, an increase of almost 30%. A further significant benefit of the Standards System in Cleaning is that it provides Lincoln Public Schools administration with a precise cost-benefit yardstick to make a rational decision on the trade-offs between any available cleaning budget and the gain or loss of cleaning levels with any change in that budget.

Equipment: Much of the current equipment needs to be upgraded or replaced. Items such as adequate cleaning carts and backpack or canister vacuums need to be purchased. Dusting and spot cleaning tools need to be purchased and introduced. Details on these and more are explored below.

Finally, there is the state of morale at Lincoln Public Schools. Administrators, their staffs, teachers, custodians and members of the cafeteria staff were interviewed. There are serious concerns, plainly stated. And yet, there is a surprising level of patience and civility in the midst of what are clearly difficult circumstances. Despite the results that are being put up with, the reservoir of good will in the community is more than enough to support the effort that should be undertaken, and this bodes well for the future.

On balance, the current program can be summed up as well below average. It is not without its strengths however. By eliminating the current weaknesses a genuinely sound program can be developed that will achieve significantly higher cleanliness levels than those now existing.

In light of its many benefits, we think that the investment in a Standards System in Cleaning for LPS facilities is one that the Lincoln Public Schools administration will be strongly interested in.

RETURN ON INVESTMENT

The Lincoln Public Schools annual housekeeping outlay is currently		$938,096
For a productivity return	*worth*	$724,999
To achieve quality goals using current methods LPS will spend annually		$1,213,828
For a productivity return	*worth*	$938,096
Under a Standards System LPS could spend annually		$724,999
For a productivity return	*worth*	$724,999
Under a Standards System LPS should spend annually		$938,096
For a productivity return	*worth*	$938,096
And an annual value gain*	*worth*	$275,732
Value gain over five-year period		**$1,378,658**

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* Difference between costs required to attain cleanliness goals under the current program and a Standards System.

HOW CLEAN IS CLEAN?

Quality, or cleanliness, in non-standard cleaning programs is usually evaluated by arbitrary and subjective appraisals. Such an approach cannot measure cleanliness levels with any degree of precision or fairness.

A Standards System measures appearance numerically with a rating system based on 100 points as perfection. A rating form is used in which the six main elements of an integral area -- walls, equipment, floors, ceilings, windows, lighting fixtures -- are given point values and rated individually, after cleaning and before occupancy, for three basic considerations affecting an area's overall appearance: Cleanliness, Order, and Engineering-Maintenance.

The total score is then measured against two standards for that area: the top standard and the working standard. Since the function of the rating is not only to measure cleaning performance, but also to assess all factors that affect an area's appearance, the top standard is set to indicate what the appearance levels would be if the area were in perfect order, repair and maintenance, and the cleaning functions were carried out effectively. In setting the top standard, three considerations are employed: the importance of the area to the facility's appearance as a whole; an appraisal of how clean the area can and should be in terms of comparable areas in similar facilities elsewhere; and an estimate of the highest levels that are economically practical and technically feasible in view of the area's soil and traffic load.

Clearly, it would be unfair to measure cleaning performance against a standard that assumed perfection in the Order and the Engineering-Maintenance columns on the rating sheets. The cleaning operation can hardly be held accountable for functions for which it has no responsibility or over which it has no control. To establish a fair yardstick against which the cleaning performance can be measured, the working standard is established. The working standard, in brief, is the top standard minus four-thirds the sum of the deductions in the Order and Engineering-Maintenance columns. 'The four-thirds factor is designed to give a bonus to efforts at improving the Order and Engineering-Maintenance elements by offering a four-point

increase in the working standard for every three-point improvement in these conditions. At the same time, the four-thirds factor reflects the increased difficulty of cleaning a disordered and poorly maintained area, as well as the fact that cleanliness, under such conditions, has less visual impact than it has in an orderly and well-maintained area. Thus, an office area where walls badly need painting and floor tiles are cracked and gouged, might have a top standard of 91, but a working standard of only 80. This 11-point gap between top and working standards would indicate to the administration the penalty in the overall appearance of that area for not repairing and improving the area as required. This penalty then becomes a factor to be weighed when making management judgments on the relative priorities for undertaking a repair and maintenance program.

The working standard for any given area is not perfection, but a reasonable and achievable level of cleanliness that not only can be reached but should be reached. It is even quite possible to surpass standard levels. The difference in points between a working standard and an actual score is the Net Performance of the area. The overall rating score, or "actual levels," are determined by averaging all areas, weighted according to size and relative importance.

The Quality Factor

Since more than 95 percent of the sanitation budget consists of labor costs, worker productivity dictates the value received for the cleaning dollar. To determine the relationship between the cleanliness levels in any specific program, and the costs necessary to achieve those levels, SSI consultants have developed the Quality Factor (**Q**)*, which expresses the relationship between the cleanliness levels in any program (as measured by the SSI 100 point rating system) and the costs (or labor hours) necessary to achieve those levels. Under the increased efficiency of a Standards System, far higher Quality Factors are obtained with comparable labor or costs; conversely, comparable Quality Factors are obtainable with a large reduction in costs. It is clear that the relationship between the costs (C) of a program at any rating

level (r) and its cost requirements at standard levels (s) may be determined by the relationship:

$$C_s = \frac{Q_s}{Q_r} \times C_r$$

For example, the overall costs of the Lincoln Public Schools program at standard levels would be:

$$\frac{\$938{,}096}{.773} = \$1{,}213{,}828$$

With the standard cost known, the projected cost at any level of **r** can then be approximated by a simple inversion:

$$C_r = C_s \times \frac{Q_r}{Q_s}$$ or, as Q_s always equals 1, $C_r = C_s \times Q_r$

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* Formula for **Q** is: $\frac{((104 - S)/(104 - R))+(R/S)^2}{2}$

where "S" is Working Standard and "R" is Actual (rating).

In the LPS program, S is 80.3, R is 69.3, therefore **Q** is .773. This formula has been empirically tested in many programs and found to correlate closely with the staff hours and costs required to raise the sanitation level under any given program. As shown in the table "Costs @ Various Levels" (p. 44), at high cleanliness levels cost requirements become exorbitant, so levels much above standard are uneconomic.

The Appearance Index

The **Q** or Quality Factor is designed to measure cleanliness alone. However, as we have noted, the overall appearance of an area depends on more than its cleanliness. Two other factors, its state of order or disorder, and the state of its engineering and maintenance, are also critical in determining its overall appearance. The SSI Sanitation Level Rating Form, which is an *appearance* rating, takes all three elements into account by assigning a total of 35 points -- 15 to order and 20 to the Engineering-Maintenance columns, out of a possible 100 point total. The remaining 65 points are assigned to the cleanliness column, reflecting a judgment on the relative weight of the three factors.

Just as the **Q** is obtained by comparing the weighted working standard for the facility with its actual rating, so the Appearance Index is obtained with a formulation that compares the Weighted Appearance Levels for the area with the Appearance Standard. The Appearance Standard for an area is simply the top standard minus 4.5 points. Thus, if the top standard (TS) for an area is 91, its Appearance Standard (AS) would be 86.5. The 4.5 point deduction from the Top Standard represents the reasonable maximum deductions in the Order & Engineering-Maintenance columns for which a balanced cleaning and maintenance program should strive. Paralleling the formula for **Q**, the Appearance Index (**AI**) formulation is:

$$\frac{((104 - AS)/(104 - R))+(R/AS)^2}{2}$$

where "AS" is Appearance Standard and "R" is Overall Actual (rating).

Where the deductions are more than 4.5 points, the Appearance Index will be less than the Quality Factor. Where they are less than 4.5, the Appearance Index will be greater than the Q. Where the deductions are 4.5, the Q and the AI will be identical.

While the cost-benefit relationship between investment in the cleaning element vs. investment in the other two elements affecting appearance, engineering/maintenance and order, will vary according to the needs of the

particular facility, a close inspection of the Quality Factor and Appearance Index Table and Graph (pages 12 & 13) clearly point to the reality that:

Even when the cleanliness levels, as represented by the quality factor, are well above standard, overall appearance levels can be quite poor if the Engineering/Maintenance and Order elements of the ratings are not kept up. Thus, the graph shows that even with a Q of 105%, the Appearance Index sinks to a dismal 74% (point A) when the gap between top and working standard rises to eighteen points.

Conversely, high overall appearance levels cannot be attained simply by keeping a facility in good order, repair and maintenance. It must be clean as well. As the graph and table illustrate, even with a minimal gap of two points between top and working standard, a poor quality factor of 77% yields a dismal Appearance Index of 84% (point **B**). On the other hand, closing the gap between top and working standard at high cleanliness levels (point **C**) has a spectacular effect on the Appearance Index, boosting it to 116%.

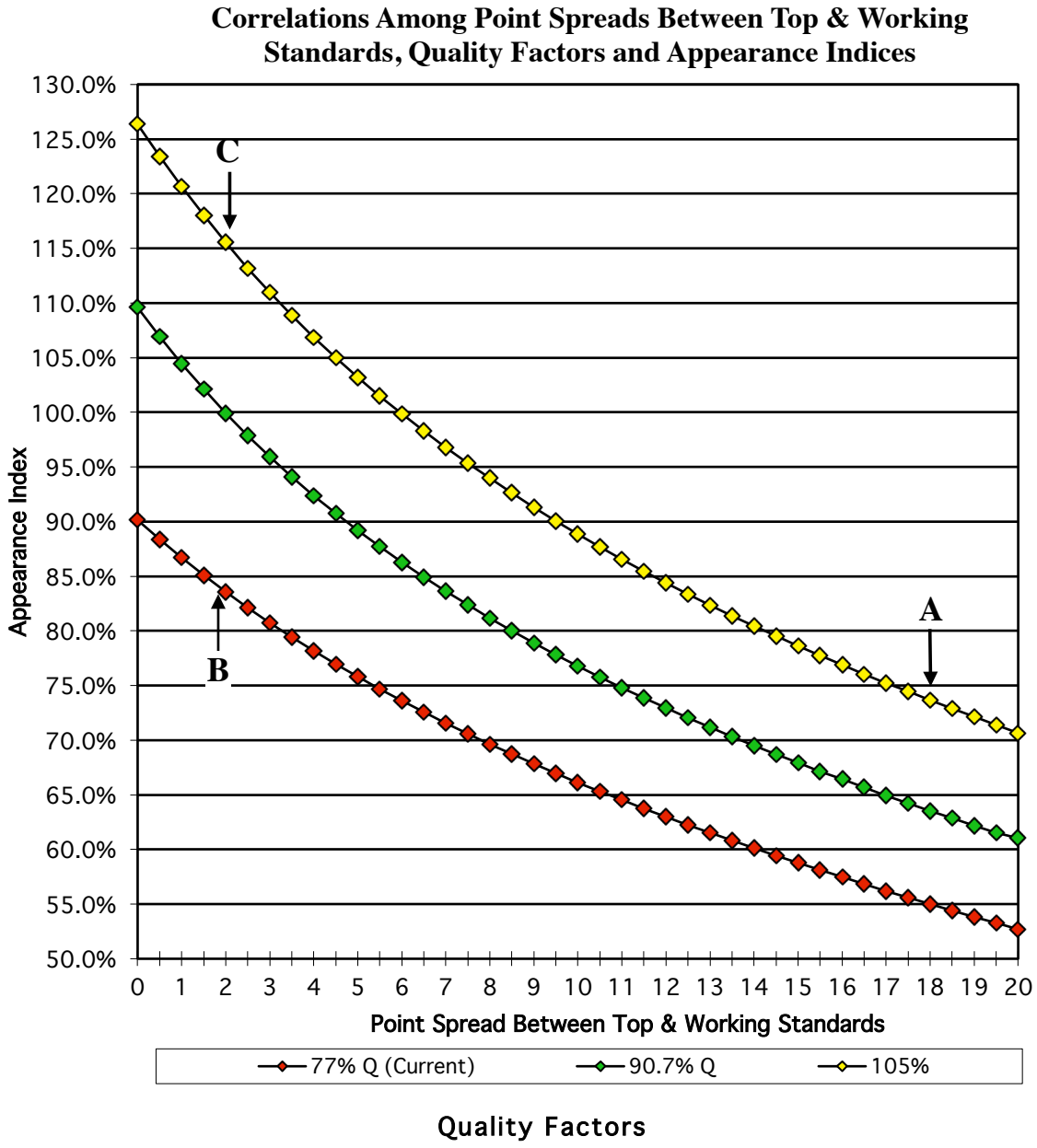
In sum, the interdependence of the three categories, Cleanliness, Order, and Engineering-Maintenance, embodied in SSI's Sanitation Level Rating Form is underscored by SSI's experience over four decades. This record indicates that the operations that have attained high Appearance Levels by prudent attention to all three elements have also attained extraordinary levels of productivity and economy. Or, expressed negatively, a failure to invest prudently in all three elements seriously depreciates the value of the facility by sharply reducing its attractiveness to parents, students, teachers and staff.

The overall **AI** in the Lincoln Public Schools facilities is a very poor 64.8%. No small part of this is due to poor cleaning. But it is also a strong indicator of wear and tear on both campuses, as well as the presence of clutter that makes it difficult to clean and leave an area looking neat. Hanscom was about two points higher in cleanliness levels than Lincoln, but the appearance levels in both areas were virtually identical. The renovations being discussed, especially at the base, will go a long way towards improving appearance.

Quality Factor and Appearance Index Table

Gap Between Top & Working Standards	77% (Current)	90.7% Q	105%
0	90.2%	109.6%	126.4%
0.5	88.4%	106.9%	123.4%
1	86.7%	104.4%	120.6%
1.5	85.1%	102.1%	118.0%
2	83.6%	99.9%	115.5%
2.5	82.1%	97.9%	113.2%
3	80.7%	95.9%	110.9%
3.5	79.4%	94.1%	108.8%
4	78.2%	92.4%	106.8%
4.5	77.0%	90.8%	105.0%
5	75.8%	89.2%	103.2%
5.5	74.7%	87.7%	101.5%
6	73.6%	86.3%	99.9%
6.5	72.6%	84.9%	98.3%
7	71.6%	83.6%	96.8%
7.5	70.6%	82.4%	95.4%
8	69.6%	81.2%	94.0%
8.5	68.7%	80.0%	92.6%
9	67.8%	78.9%	91.3%
9.5	67.0%	77.8%	90.1%
10	66.1%	76.8%	88.9%
10.5	65.3%	75.8%	87.7%
11	64.5%	74.8%	86.5%
11.5	63.7%	73.9%	85.5%
12	63.0%	72.9%	84.4%
12.5	62.3%	72.1%	83.4%
13	61.5%	71.2%	82.4%
13.5	60.8%	70.3%	81.4%
14	60.1%	69.5%	80.4%
14.5	59.4%	68.7%	79.5%
15	58.8%	67.9%	78.6%
15.5	58.1%	67.2%	77.7%
16	57.5%	66.4%	76.9%
16.5	56.8%	65.7%	76.1%
17	56.2%	65.0%	75.2%
17.5	55.6%	64.2%	74.4%
18	55.0%	63.5%	73.7%
18.5	54.4%	62.9%	72.9%
19	53.8%	62.2%	72.1%
19.5	53.3%	61.5%	71.4%
20	52.7%	61.0%	70.7%

Quality Factor and Appearance Index Graph



CURRENT CLEANLINESS LEVELS

In Lincoln Public Schools twenty-seven ratings were taken of randomly chosen areas throughout the school facilities, twelve at Hanscom and fifteen in Lincoln. Areas were rated after cleaning and before occupancy.

The overall Quality Level (**Q**), weighted by area type, was 77.3%, and the Appearance Index (**AI**) was 64.8%. Not one of the areas was above minimum standard; the best was -4.1, the worst was a dreadful -22.9 – almost a nineteen point spread.

There was little difference between campuses: Hanscom came in at 78.3% while Lincoln finished at 76.4%. At that great a distance below standard the difference is minuscule. The graphs beginning on the next page are sorted by area type, and that is where we give our analysis of the cleaning results.

Overall Cleanliness Levels

Sites Rated	Area Type	Col. 1 * % Relative Importance	Col. 2 ** Top Standard	Col. 3 + Working Standard (S)	Col. 4 Actual Level (R)	Col. 5 Weighted Top Std (col 1 x 2)	Col. 6 Weighted Wrkng Std (col 1 x 3)	Col. 7 Weighted Actual (col 1 x 4)	Quality Factor (Q)++	Appearance Index (AI)
5	Offices	20%	91.5	81.4	67.8	18.30	16.28	13.56	**73%**	**62%**
7	Classrooms/Labs	25%	89.1	70.4	62.6	22.29	17.61	15.64	**85%**	**60%**
7	Restrooms	25%	93.5	88.3	75.4	23.38	22.07	18.85	**70%**	**69%**
4	Lobbies/Corridors	20%	91.0	80.5	71.9	18.20	16.11	14.38	**81%**	**69%**
4	Miscellaneous	10%	91.0	82.5	68.8	9.10	8.25	6.88	**72%**	**65%**
27		100%				91.26	80.31	69.30		

Weighted Appearance Standard: **86.8**

Weighted Working Standard: **80.3**

Weighted Actual: **69.3**

Quality Factor: 77.3%

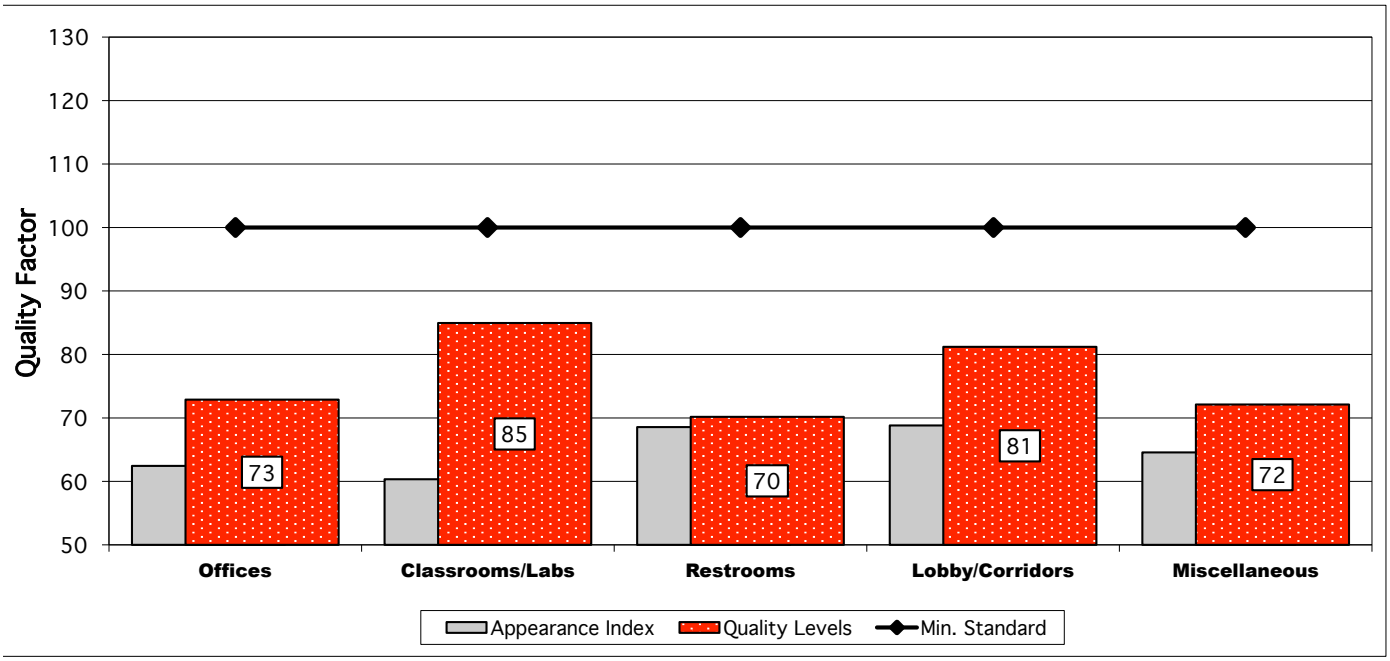
Appearance Index: 64.8%

* Based on percent of total cleanable area AND relative importance of area type to overall building function.

** The standard cleanliness level attainable if the area were in perfect order and all area elements (floor, equipment, walls, ceiling, windows, lights) were new or in perfect repair.

\+ The level attainable after allowing for deductions under Order and Engineering/Maintenance on the rating sheets. ACTUAL performance is measured against the WORKING STANDARD.

++ $Q=\frac{((104-S)/(104-R))+(R/S)}{2}$ $AI=\frac{((104-AS)/(104-R))+(R/AS)}{2}$



Comments: The Overall **Q** is 77.3%. The Appearance Index is a dismal 65%. Every rated area was below standard and almost nineteen points separates the highest from lowest rated areas. The difference between highest and lowest scores is a very good indicator of supervision, or lack thereof. Consistency comes with standard processes and frequencies delivered by staff and custodians who are on the same page. Where the above is absent, custodians do what they can and some do better than others.

Office Cleanliness Levels

Office Elements:	Col. 1 * % Of Score	Col. 2 ** Top Standard	Col. 3 + Working Standard (S)	Col. 4 Actual Level (R)	Col. 5 Weighted Top Std (col 1 x 2)	Col. 6 Weighted Wrkng Std (col 1 x 3)	Col. 7 Weighted Actual (col 1 x 4)	Q++
Floors	38%	91.5	84.9	64.7	34.8	32.24	24.60	**63%**
Equipment	29%	91.5	69.0	57.2	26.5	20.02	16.60	**79%**
Walls	14%	91.5	84.9	69.3	12.8	11.88	9.70	**68%**
Ceilings	7%	91.5	91.5	97.1	6.4	6.41	6.80	**129%**
Windows	7%	91.5	89.6	75.7	6.4	6.27	5.30	**68%**
Lights	5%	91.5	91.5	96.0	4.6	4.58	4.80	**121%**
	100%				91.5	81.4	67.8	

Weighted Appearance Standard: **87.0**

Weighted Working Standard: **81.4**

Weighted Actual: **67.8**

Quality Factor: 73%

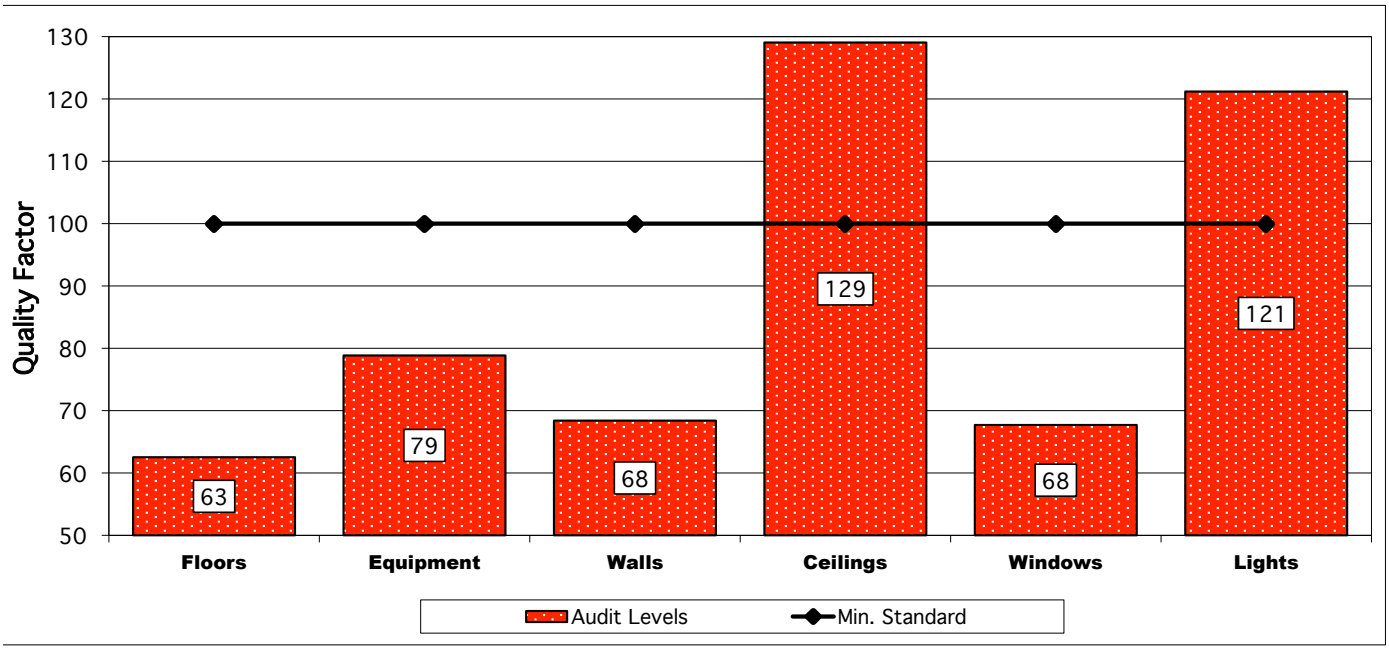
Appearance Index: 62%

* Based on percent of total score.

** The standard cleanliness level attainable if the area were in perfect order and/or all items were either new or in perfect repair.

\+ The level attainable after allowing for deductions under Order and Engineering/Maintenance on the rating sheets. ACTUAL performance is measured against the WORKING STANDARD.

++ $Q=\frac{((104-S)/(104-R))+(R/S)}{2}$ $AI=\frac{((104-AS)/(104-R))+(R/AS)}{2}$



Comments: The Overall **Q** for Offices is 73%. Individual scores ranged from a -7.9 to a low of -22.9 in Administrative Office B110. The three elements with the most weight in the Overall **Q**, (see the chart above), are Floors, Equipment and Walls. Of these three, equipment, (dusting and spot cleaning of furniture, upholstry, etc.), was the highest at 79%. Ironically, most of the clients and custodial staff we talked to said that any dusting was done by the occupants. Floors, all carpeted, all had multiple deductions for litter, soil film, spills and dust. Three of the five rated areas had widespread to overall soil film, two had not seen a vacuum in a long time. Walls had a plethora of marks and fingerprints, scuffs, streaks, leaks and dust.

Office Cleanliness Levels

Classroom Elements:	Col. 1 * % Of Score	Col. 2 ** Top Standard	Col. 3 + Working Standard (S)	Col. 4 Actual Level (R)	Col. 5 Weighted Top Std (col 1 x 2)	Col. 6 Weighted Wrkng Std (col 1 x 3)	Col. 7 Weighted Actual (col 1 x 4)	Q++
Floors	38%	89.1	74.4	68.0	33.9	28.27	25.86	**87%**
Equipment	29%	89.1	61.3	46.3	25.9	17.78	13.43	**75%**
Walls	14%	89.1	61.3	52.6	12.5	8.59	7.36	**84%**
Ceilings	7%	89.1	87.8	98.0	6.2	6.15	6.86	**156%**
Windows	7%	89.1	75.6	65.4	6.2	5.29	4.58	**81%**
Lights	5%	89.1	87.2	90.0	4.5	4.36	4.50	**109%**
	100%				89.1	70.4	62.6	

Weighted Appearance Standard: **84.6**

Weighted Working Standard: **70.4**

Weighted Actual: **62.6**

Quality Factor: 85%

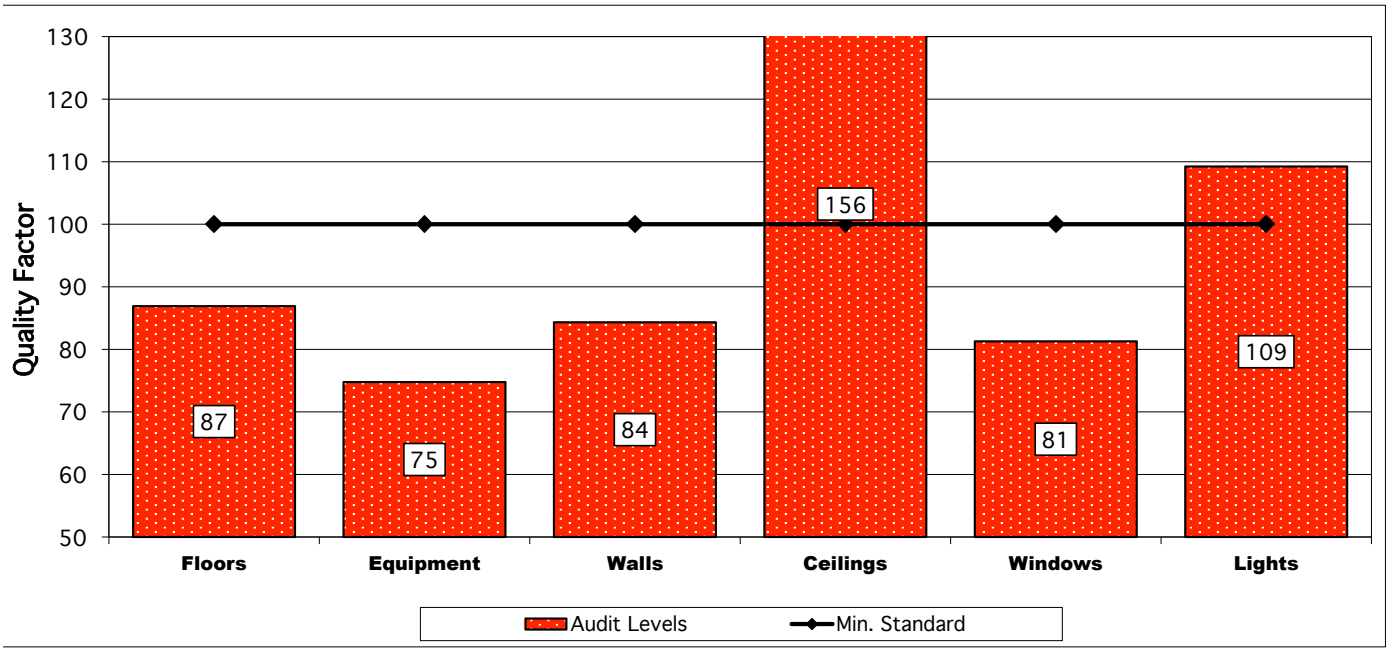
Appearance Index: 60%

* Based on percent of total score.

** The standard cleanliness level attainable if the area were in perfect order and/or all items were either new or in perfect repair.

\+ The level attainable after allowing for deductions under Order and Engineering/Maintenance on the rating sheets. ACTUAL performance is measured against the WORKING STANDARD.

++ $Q=\frac{((104-S)/(104-R))+(R/S)}{2}$ $AI=\frac{((104-AS)/(104-R))+(R/AS)}{2}$



Comments: Classrooms had the highest score of the five area types, at 85%. Individual scores ranged from a high of -4.1 in a D1 classroom in Hanscom to a low of -12.6 in a 2nd grade math lab in that same group. That point gap is a hefty eight and a half points, actually one of the better ones at LPS. Floors, vinyl tiled with some carpeting, had fewer deductions than in any other area type. Low gloss was a problem in most areas with moderate deductions for spills, soil film, scuffs and litter. Only one area, Lincoln Classroom B108, had widespread soil film. Walls and equipment had the same lack of spot cleaning and dusting, leaving built up soil, scuffs and dust on most surfaces.

Office Cleanliness Levels

Washroom Elements:	Col. 1 * % Of Score	Col. 2 ** Top Standard	Col. 3 + Working Standard (S)	Col. 4 Actual Level (R)	Col. 5 Weighted Top Std (col 1 x 2)	Col. 6 Weighted Wrkng Std (col 1 x 3)	Col. 7 Weighted Actual (col 1 x 4)	Q++
Floors	30%	93.5	91.0	72.4	28.1	27.29	21.71	**60%**
Equipment	30%	93.5	88.1	77.1	28.1	26.44	23.14	**73%**
Walls	20%	93.5	80.7	63.6	18.7	16.14	12.71	**68%**
Ceilings	7%	93.5	89.4	94.9	6.5	6.26	6.64	**124%**
Windows	7%	93.5	93.5	76.9	6.5	6.55	5.38	**60%**
Lights	6%	93.5	93.5	96.4	5.6	5.61	5.79	**114%**
	100%				93.5	88.3	75.4	

Weighted Appearance Standard: **89.0**

Weighted Working Standard: **88.3**

Weighted Actual: **75.4**

Quality Factor: 70%

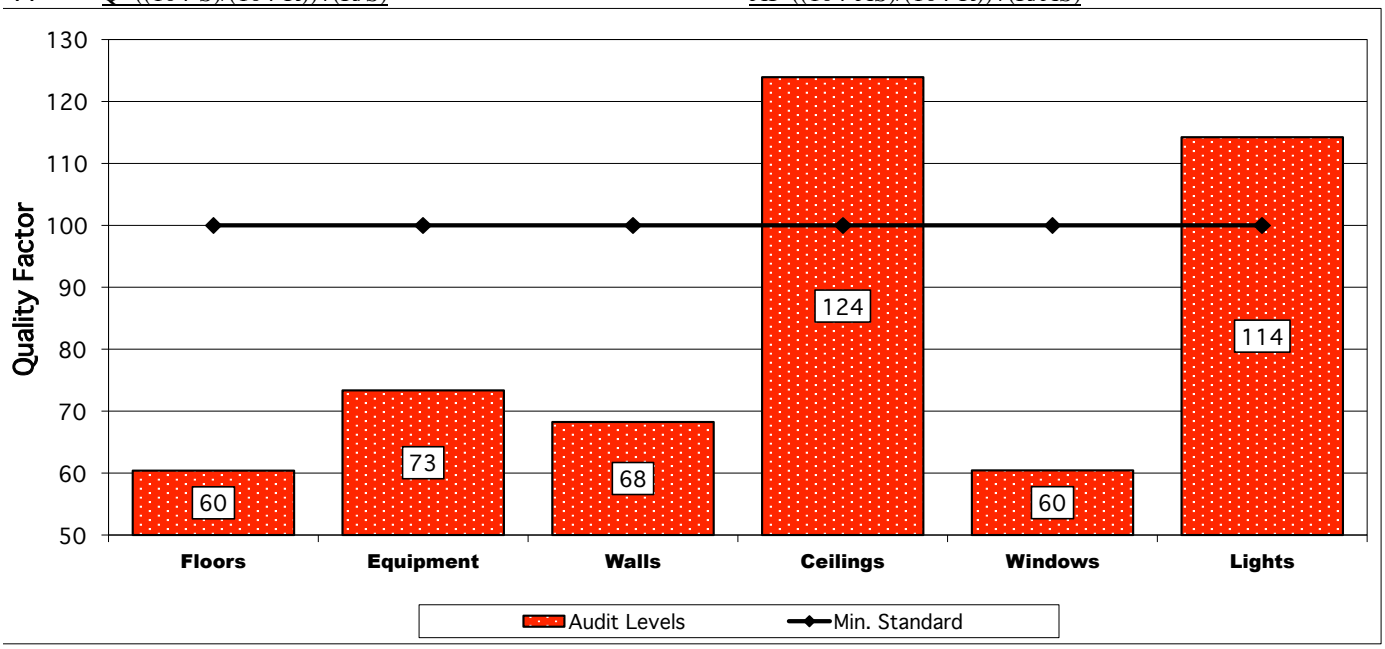
Appearance Index: 69%

* Based on percent of total score.

** The standard cleanliness level attainable if the area were in perfect order and/or all items were either new or in perfect repair.

\+ The level attainable after allowing for deductions under Order and Engineering/Maintenance on the rating sheets. ACTUAL performance is measured against the WORKING STANDARD.

++ Q=((104-S)/(104-R))+(R/S) AI=((104-AS)/(104-R))+(R/AS)



Comments: Washrooms at any institution have a high top standard because not only is hygiene a critical problem, but their appearance is most noticed by clients. Unfortunately, the seven we looked at had an overall Q of 70%, the lowest of the five area types. The point gap between highest and lowest scores was a very inconsistent fifteen points. Floors, the worst in any category, are at 60%. Five of the seven had widespread to overall soil film. Fixtures are far from acceptable with soil film on sinks, toilets, urinals, hardware and dispensers. Half had deductions that were widespread, leaving the Q at 73%. Walls were roughly between floors and equipment, which is to say pretty dismal. Cobwebs, heavy dust and fingerprints were frequent. There is no standard operating procedure or inspection system and the results show that lack.

Office Cleanliness Levels

Lobby/Corridor Elements:	Col. 1 * % Of Score	Col. 2 ** Top Standard	Col. 3 + Working Standard (S)	Col. 4 Actual Level (R)	Col. 5 Weighted Top Std (col 1 x 2)	Col. 6 Weighted Wrkng Std (col 1 x 3)	Col. 7 Weighted Actual (col 1 x 4)	Q++
Floors	40%	91.0	86.0	72.2	36.4	34.41	28.88	**70%**
Equipment	11%	91.0	71.4	62.5	10.0	7.85	6.88	**83%**
Walls	23%	91.0	67.9	58.7	20.9	15.61	13.50	**83%**
Ceilings	11%	91.0	81.9	88.6	10.0	9.01	9.75	**121%**
Windows	7%	91.0	91.0	73.6	6.4	6.37	5.15	**65%**
Lights	8%	91.0	91.0	96.9	7.3	7.28	7.75	**130%**
	100%				91.0	80.5	71.9	

Weighted Appearance Standard: **86.5**

Weighted Working Standard: **80.5**

Weighted Actual: **71.9**

Quality Factor: 81%

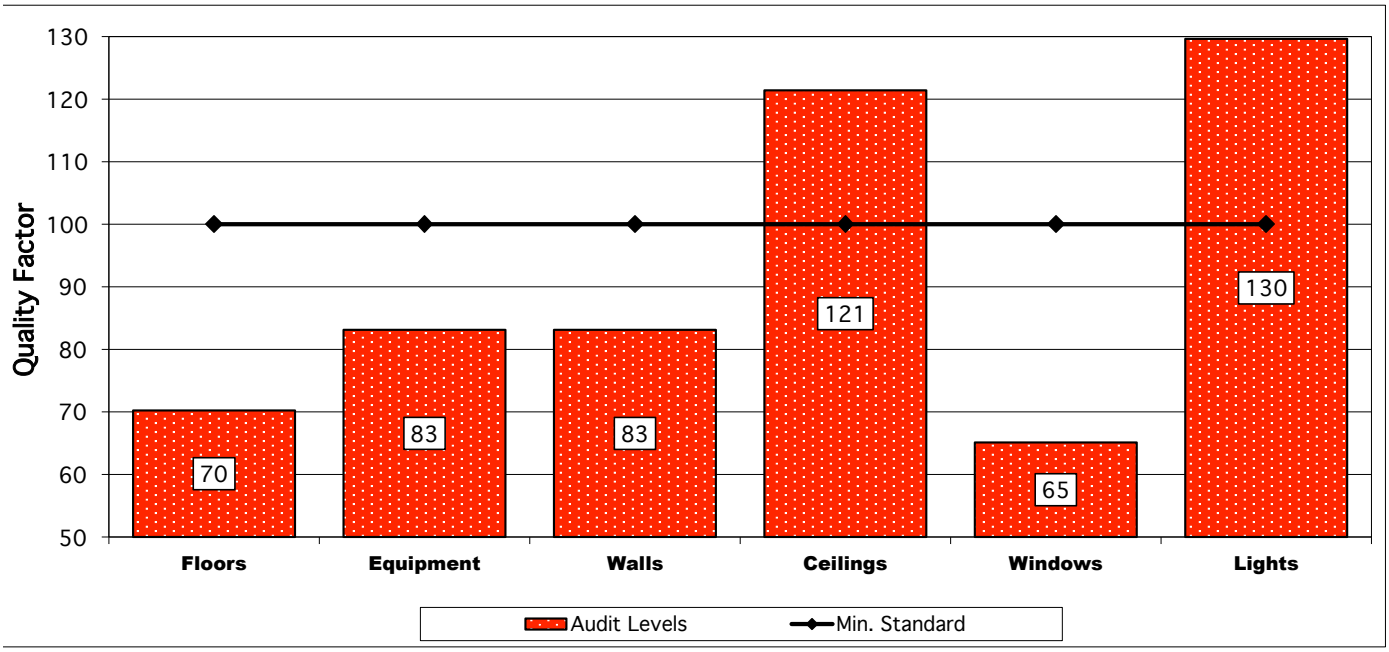
Appearance Index: 69%

* Based on percent of total score.

** The standard cleanliness level attainable if the area were in perfect order and/or all items were either new or in perfect repair.

\+ The level attainable after allowing for deductions under Order and Engineering/Maintenance on the rating sheets. ACTUAL performance is measured against the WORKING STANDARD.

++ $Q=\frac{((104-S)/(104-R))+(R/S)}{2}$ $AI=\frac{((104-AS)/(104-R))+(R/AS)}{2}$



Comments: Lobbies/Corridors have an Overall **Q** of 82%. In most institutions, corridor floors usually receive more attention than do walls or equipment. At LPS, the opposite is true with floors thirteen points lower than the other two. These floors, vinyl tiled, all had deductions, to one degree or another, for low gloss, scuffs, soil film, spills and litter. No one area was particularly better or worse than the others.

Office Cleanliness Levels

Miscellaneous Elements:	Col. 1 * % Of Score	Col. 2 ** Top Standard	Col. 3 + Working Standard (S)	Col. 4 Actual Level (R)	Col. 5 Weighted Top Std (col 1 x 2)	Col. 6 Weighted Wrkng Std (col 1 x 3)	Col. 7 Weighted Actual (col 1 x 4)	Q++
Floors	38%	91.0	84.4	67.4	34.6	32.09	25.63	**72%**
Equipment	29%	91.0	79.5	60.3	26.4	23.07	17.50	**71%**
Walls	14%	91.0	77.9	61.6	12.7	10.91	8.63	**76%**
Ceilings	7%	91.0	91.0	98.2	6.4	6.37	6.88	**151%**
Windows	7%	91.0	81.5	76.8	6.4	5.71	5.38	**95%**
Lights	5%	91.0	87.7	95.0	4.6	4.38	4.75	**142%**
	100%				91.0	82.5	68.8	

Weighted Appearance Standard: **86.5**

Weighted Working Standard: **82.5**

Weighted Actual: **68.8**

Quality Factor: 72%

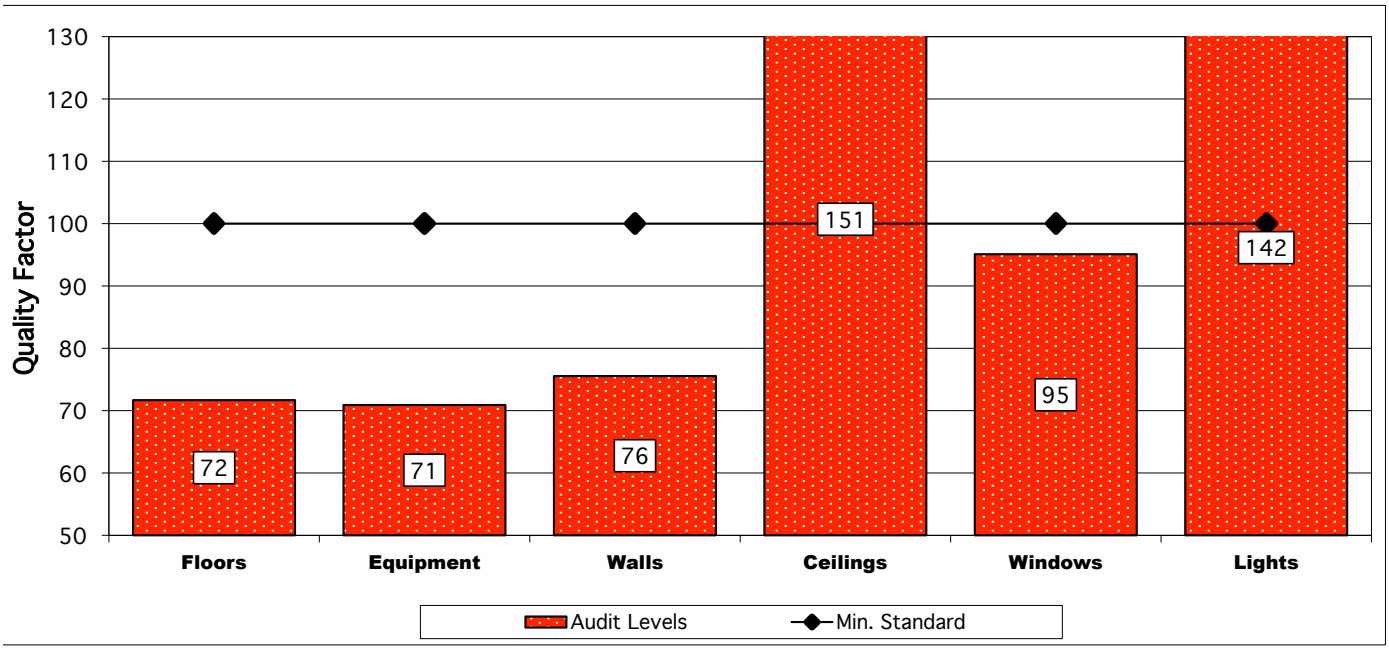
Appearance Index: 65%

* Based on percent of total score.

** The standard cleanliness level attainable if the area were in perfect order and/or all items were either new or in perfect repair.

\+ The level attainable after allowing for deductions under Order and Engineering/Maintenance on the rating sheets. ACTUAL performance is measured against the WORKING STANDARD.

++ $Q=\frac{((104-S)/(104-R))+(R/S)}{2}$ $AI=\frac{((104-AS)/(104-R))+(R/AS)}{2}$



Comments: Two copy rooms, a conference rom and a lounge were included in this catchall group. The point gap between highest and lowest areas was a consistent three points; the problem was that all were at -12 or lower! The care of these public areas seem pretty much an afterthought. With an Overall **Q** of 72%, these areas are almost thirty points below standard. All three major elements are 76% or lower. Built up soil in all of its forms was present everywhere.

THE PRODUCTIVITY INDEX

The Productivity Index gives a true measure of actual cleaning performance since it is based on both quality and quantity of work performed. The Productivity Index is defined as coverage (C), the square feet cleaned per staff hour daily (including supervision!), multiplied by the Quality Factor (**Q**).

Thus, in the LPS program at *current* cleanliness levels:

$$PI = C \times Q = 3281 \times .773 = 2536$$

And in the proposed Standards System for Lincoln Public Schools at Standard cleanliness levels:

$$PI = C \times Q = 3281 \times 1.00 = 3281$$

As shown in the Table "Productivity in Two Programs" (p. 22), if the current program were to obtain standard levels of 100%, staffing would have to be added so that coverage would drop to 2,536 square feet per hour; conversely, the Standards System could maintain *current* quality levels with a reduced staffing, resulting in an increased coverage of 4,245 square feet per hour.

Productivity in Two Programs

	Sq. Ft./Hr. Coverage (C)	Quality Factor (Q)	Productivity Index (PI) (C x Q)
Current Program at Current Levels (77.3%)	3281	.773	2536
Current Program at Proposed Levels (100.0%)	2536	1.00	2536
Standardized Program at Current Levels (77.3%)	4245	.773	3281
Standardized Program at Proposed Levels (100.0%)	3281	1.00	3281

The productivity ratio between the current program and a Standardized Program at Lincoln Public Schools is:

$$\frac{3343}{2583} = 1.294$$

TECHNICAL FACTORS AND RECOMMENDATIONS

Organization of Attack

Work Measurement

A prime weakness in most cleaning programs is the lack of proper work measurement. Current workloads have been arrived at primarily on "guesstimates" based on history, experience and basic “seat of the pants” workloading. Unfortunately, there is a great deal of confusion about times and rates even among professionals in the cleaning field. For example, published work standards are virtually useless unless all area conditions -- obstructions, area density, type and intensity of soil, frequencies, tools, methods, ability and training of both supervision and cleaners -- are taken into consideration, and the proper factoring for miscellaneous duties, delay times and occupancy for the particular area, is applied. Professional training, available time, active experience in advanced operations, and technical know-how based on state-of-the art tools and methods are needed to apply these factors. In SSI's experience, even the most competent supervisors and administrators are not equipped to measure work properly without a great deal of specialized training in the work standards approach.

Clearly, the result of unbalanced workloading by outmoded methods leads not only to wasted taxpayer dollars, but also to assigning uneven amounts of work. And although cleaners do not know much about times or rates, they are very aware of those who have it easier or of those who are working harder than they are. Such inequities tend to cause resentment and lowered morale, and hence, lower productivity. For example, if the square foot figures are correct, the assignments in Hanscom are significantly smaller, on average, than those in Lincoln.

We recommend that all work -- daily, washroom, floor, project -- be measured by numerical count. Workloads should be based on these counts as well as on the latest and most efficient methods and tools, and all rates should be factored for specific area conditions. Under a Standards System,

this work is done by SSI initially, and can be updated and revised as needed on a continuing basis by in-house supervision trained in using the database left in place by SSI consultants.

Frequencies

Setting appropriate frequencies to clean various surfaces is necessary both to maintain standard cleanliness levels and to determine accurately the correct staff hours required to clean a given area.

In a rationalized cleaning program, frequencies in daily and non-daily operations should vary with two factors: the area soil load and the specific cleanliness standard set for that area. To set up such schedules and to train the cleaners to follow them requires a good deal of time, effort and specialized knowledge. Only such scheduling can insure good cleanliness levels at minimum cost.

Insuring that these frequencies are realistic is also critical. Proper frequencies are based on resources available, area needs, cleanliness standards, and dust and soil deposition. Such frequencies should be written into schedules, but some flexibility in meeting varying conditions must be included. Current practice at LPS is ill defined and up to the individual custodians to determine what level of cleaning takes place (or even any cleaning at all). Under a Standards System, SSI consultants set initial frequencies, which the Facilities Coordinator or his designate may adjust based on seasonal and area fluctuations in soil load.

Scheduling

Division of the workload so that it is fair to both the school and the workers cannot, of course, be accomplished without prior workloading on a rational basis. Whatever scheduling does exist was not based on standard tools and techniques, nor is it linked in any adequate fashion with training.

Spelled-out written schedules for all daily operations in each area, based on rational workloads and progressive tools and methods, would provide a framework within which the trained cleaner can work effectively without the need for continual decisions and judgments by senior staff. Departures can

be made from the schedules, but the range of departure is also spelled out. These become the responsibility of the Facilities Coordinator who, knowing the norm, can decide when these departures are satisfactory or must be further modified.

Rational schedules serve as guides for cleaners and management. Even when a cleaner does not read very well, he or she soon learns to understand the assigned schedule. In any case, the schedule indicates to the Facilities Coordinator where each cleaner should be and what the cleaner should be doing at any given time; if the cleaner is not in his scheduled area it indicates where he might be having trouble, or where a schedule is too loose or too tight because of changing workloads. Under a Standards System, SSI normally prepares all the initial schedules in collaboration with the Facilities Coordinator. These may be adjusted later to meet changes in area workloads or operational contingencies.

At no time does a written schedule become a substitute for good judgment on anyone's part: principals, the Facilities Coordinator or the cleaner. A first class cleaning operation will always require intelligence and built-in flexibility. Rational scheduling also minimizes the travel time associated with the "gerrymandered" work areas so typical of non-standard operations. In our many years of experience, we have come across countless examples of this problem, most of which the Standards System eliminates. In most cases, the original reasons for the practice have disappeared and are long forgotten, so rational scheduling can replace the ramshackle structure. Occasionally the old reasons for the distorted assignments remain, but better solutions are almost always found.

Shift scheduling

A crucial element in maximizing productivity is the scheduling of cleaning at a time when areas are most available. This generally requires second or third shift cleaning of classrooms, offices and public areas. Since many public institutions now have evening programs and late meeting and conference times, the theoretically best time for cleaning is a third shift, beginning about 10:00 or 11:00 PM. Experience, however, and clinical evidence indicate that the "biological clock" of humans is arranged so that

energy levels are much lower during these late night hours and performance tends to fall off badly. In the many programs we have observed first hand, it is these third shifts that have presented the most severe problems of absenteeism, turnover and moonlighting. It is for this reason that most contract cleaners concentrate their cleaning on a second shift beginning about 5:00 PM or later.

Our main observation is that the second shift starts too early. When the custodians arrive at 2:30 there are still classes in session and still heavy traffic in the hallways. If a new program is installed, the major thrust of the change (aside from raising cleaning standards) is to cut down on wasted trips through areas a custodian is assigned to clean. What that means is new carts to enable them to take most of the tools they will need to enter a room, perform all their assigned tasks for the day, and then leave without returning that night. In the current operation the universal approach is to start by pulling all the trash, or as much of it that they have access to, and then return later to sweep, again to mop and finally to vacuum.

In order to take a more rational approach, therefore, they have to start after classes have let out. Otherwise there is little chance that the first forty or so minutes can be used to maximum effect. Pushing the start time back to 3:30 will also have the effect of exchanging the low productivity hour of 2:30-3:30 with the much more productive hour of 10:30-11:30 PM.

Quality Control

Periodic *objective* evaluations of cleanliness are not characteristic of most cleaning programs, and they are certainly absent here. Implementing an objective inspection program with numerical standards that can be monitored by senior management is an integral part of the SSI Standards System. This will involve training supervision in the techniques of modern quality control.

Unless such a program is undertaken, there is no way to evaluate objectively the end product of the cleaning effort and control erratic levels of cleanliness. Without any objective evaluation of quality, it is impossible to set goals and determine what is needed to achieve them, and who and what

may be responsible for successes or failures. Financially, without objective quality checks, the community cannot determine what the return is on their cleaning dollar.

Under a Standards System two basic tools are used to maintain standard cleanliness levels: the Cleaning Inspection Report Form prepared by the Supervisor/Head Custodian, and periodic SSI Sanitation Level ratings by SSI consultants.

Contingency Planning

A major shortcoming of many conventional programs is the lack of systematic planning for contingency coverage. The result is a catch-as-catch-can approach that imposes a daily nagging concern on supervision to cover for absenteeism or other contingencies. This ad hoc tactic can also result in arbitrary assignments of unfair workloads on the more cooperative workers, but with the hazard of generating the resentment and lowered morale that unfairness breeds.

The SSI approach to contingencies consists, first, of carefully studying the type, frequency and severity of the various contingencies, then working out with management and supervision the basic approach to each that will distribute equitably any added workload. This redistribution goes into effect automatically when the given contingency arises. The final step in this process is to explain it to the entire staff before it is put into operation, so that they are assured of its essential fairness.

In most programs, SSI advocates the use of what we call a triad system, in which groups of three custodians are set up, each receiving copies of the other two schedules. Whenever one custodian is absent, the other two cover the open schedule, either alternately or together using adjusted frequencies to lower the workload. For example, if the schedules are designated as A, B and C, when A is absent, B and C spend two-thirds of their time on their own schedule, then combine to finish schedule A. An alternative is to have B cover both schedules the first day that A is out, and C covers it the second day, and so on. Long term absence, e.g. workman's comp, requires

replacement -- the triad system works most effectively when used for normal sick and vacation coverage.

The net effect of this approach is that custodians know far better than management who is genuinely sick, and who is taking a day off to shop or get to the ballpark. Our experience is that sick time usage falls rapidly to acceptable levels under these peer pressure disincentives.

A divided operation with small crews effectively isolated from one another in terms of daily operations means that this approach has to be adjusted to these circumstances. However, making it a formal part of the program on both campuses would effectively end the current practice of certain custodians clinging to the notion that they only have to clean their own areas, no matter what. Contingency schedules will be drawn up and put into effect in a fashion that makes it part of the job.

One of the aspects of contingency coverage that has been implemented to a small degree is the use of a "bench." It is a very good idea because of the small size of the crews on the two campuses. We urge that this practice be expanded, if not by word of mouth then by advertising. It is a tough economic climate out there and it should not be difficult to expand the bench beyond the few currently available.

Finally we must discuss the issue of the impact of absenteeism on the operation. First, we were surprised at the low level of absenteeism. If the number of 33 days absent for each custodian is accurate, then there is an absentee rate of 12%, considerably below the industry average of 16%. We have worked with institutions that are considerably north of even that figure. So it is safe to say that, on paper, absenteeism is not a problem.

And yet it was a consistent issue when speaking with both administrators and custodial staff. While numbers don't lie, and human impressions and notions are often well off the mark, nonetheless it was clearly evident to us during the audit that there was a very real problem. Our conclusion is that it is due to the outsized impact that a small amount of absenteeism has on four very small, separated crews.

To give an example, if one full timer is missing on Lincoln's second shift there is a 22% absentee rate that day. Given the practice of the Hartwell custodian not working in the school buildings, that rate jumps to 28.6%. One person gone for a week has a huge impact: coverage goes from 29,024 square feet for the shift to 40,634. A week of that, especially with the work *not* evenly distributed, and a deep hole gets dug that the current staff simply does not have the tools to dig themselves out of. And we are not factoring in the impact of set ups and tear downs. We could site several more examples but the point is already made. A crew that is adequately staffed on paper is heavily stressed by reality. There is an overtime budget, which in the schools (excluding Hartwell and the pods) amounts to $34,613. By our estimates, with OT figured at 1.11% of the average custodial rate, that is the equivalent of allotting two-thirds of a custodian to cover emergencies and large special events. If the bench is also covered out of this sum, this is very thin coverage.

We reiterate here that the practice of employing a bench needs to be expanded aggressively. The alternative is more overtime, and with pay rates already at very high levels that is not an attractive or necessary alternative.

Tools, Supplies, Methods

Tools and supplies in current use cover a wide, non-standardized range from excellent to antiquated. Unfortunately, even where the tools are average or better, they are not always ideally suited to the particular area and application for which they are used.

Wastepaper Pickup

In the LPS operation, the usual wastepaper receptacle is the traditional barrel on casters wheeled from area to area. Properly outfitted, a barrel is all that the day custodians will need for cleaning in their limited areas.

Standard practice is to equip the barrels with a "caddie" bag on which all the tools for complete daily cleaning, plus a self-wringing sponge mop and small carpet sweeper, are carried. This equipment enables the cleaner to go into an office or lounge area once and do all the daily operations within a

few minutes. Using this procedure, any area requires only a few minutes to do the four operations in a complete cleaning procedure: wastepaper pickup; equipment and furniture dusting; floor dust mopping and spot mopping; furniture and wall spot cleaning. This once-around process reduces lost time, motion and back tracking by the cleaner. It also facilitates straight line scheduling, and precise quality control and supervision. In carpeted areas, the floors are done in a separate operation using the latest backpacks that enable the user to vacuum carpets in less than half the time of an upright.

Second shift custodians, however, need a different style of cart. They need a standard janitor's cart with shelves for tools, a container for trash, and enough room to accommodate a mop and bucket as well a dust mop. Outside of elementary schools it is not one that we recommend because there are better options. In this case, however, it is the best alternative.

The cart must be narrow enough to fit easily through a standard door, and almost all of them do. This will allow the custodians to keep their tools in the center of their work area, get their trash collection close to the trash receptacles themselves to reduce travel, and carry the tools needed to clean the multiple surfaces found in the modern classroom.

While there are undoubtedly advantages for the staff and children to have both carpet and resilient tile in a classroom, it is a disadvantage for the cleaning operation. In our parlance such areas are called islands of misery – you need multiple tools and several trips in most instances. Mopping around carpets carries an obvious penalty if one is not very careful around the borders, and yet the custodian is always in a hurry to a certain extent. Where carpets are not necessary we encourage their removal.

There are two other issues that fall under this heading. The first is that the practice of purchasing metal trash baskets should stop. They are heavy, expensive and slow things down. We were told that the fire department required them because they were fireproof, but that should not be an obstacle. There have been fire rated plastic versions on the market for many years and there is no good reason not to use them.

The second is quite minor but demonstrates that people are not thinking of cleaning when purchasing decisions are made. In the kindergarten areas there are torpedo shaped trash cans that look very nice and are a serious impediment to quick trash removal. The entire outer shell has to be lifted off to reach and remove the trash. If trash needs to be covered there are other, friendlier options.

Equipment Dusting

There is virtually no systematic or scheduled furniture or surface dusting of any sort in the current operation; it is left either to the judgment of the individual cleaners or, more frequently, simply done by the occupants of the area.

For the most effective removal of dust with the least fatigue, all cleaners should be provided with lightweight, long-handled "pancake" dusters used in conjunction with treated disposable dusting paper. This tool, weighing not more than five ounces, was developed by SSI and is not available commercially, but can be made by your own maintenance department or purchased from a machinist who makes them to SSI specifications. Such a tool, in the hands of a trained and skilled cleaner, greatly speeds equipment dusting, which represents about 15% of the daily workload.

SSI teaches the use of two lightweight hand tools simultaneously, greatly speeding the dusting process. The second tool is the lambswool fluff duster with extension handle that SSI has been recommending for more than thirty years, and they are now widely available. Lambswool has the advantage over nylon because the natural lanolin, interlocking fibers and static electricity of the lambswool all combine to attract and hold dust very effectively.

All cleaners should be equipped with small poly-fiber whisk brushes (radiator fin brushes also work very well), and should whisk all upholstery weekly as part of regular equipment cleaning. Such brushes fit easily into a back pocket (or into any pocket) and thus are readily available even while using other tools. Weekly upholstery whisking should also be supplemented with periodic vacuuming and shampooing.

Floor Sweeping

Clean universal swivel mops are the tools of choice for smooth, dry floors. They are the only tools that, properly used, will pick up fine dust. If floors are not dust mopped daily, the accumulated dust and soil abrades the floor finish, and mixes with the finish to become a hard-to-remove soil.

Correctly used, the universal-swivel dust mop is the single most important floor tool. Dust mopping is an operation that should precede all other floor procedures, including wet mopping and buffing. Handled with skill, the dust mop also uses a custodian's energy very efficiently and accomplishes a great deal of work.

There is no standard size dust mop, though 24" and 30" sizes appear to predominate. Our practice is to standardize on a 24" dust mop. It is small enough to be used in crowded areas and large enough, properly used, to clean large lobbies and hallways as well. In areas such as gymnasiums, of course, use the largest ones available.

Two tools that are present but not consistently used in routine floor care are the lobby pan and broom. These have effectively replaced the counter-brush and dustpan as the ideal tools for picking up piles of dirt and refuse. Used properly, they reduce bending and therefore back strain, while also doubling as excellent policing tools for quickly removing litter from public areas. Fitted with a hook, they can be hung from a barrel or cart.

A final note of dust mopping: there is currently no program for having dust mops laundered and returned. Consequently most of the mops we saw looked quite dirty. There are two ways to address this: contract with a service to exchange and launder mops on a regular basis, or purchase a washer and dryer capable of handling heavy duty items and do it in-house.

In-house is preferable because there are other items that will need laundering on an ongoing basis, such as wet mops and microfiber cloths.

Wet Mopping

A variety of mopping equipment is currently in use, ranging from poor to excellent. One example is that there are very good looped and banded wet mops in use, but not everyone has them. It appears that there is an inventory of older style, inferior mops that Mr. Finnerty is still dispensing to custodians until they have been used up. Find a charity and give them away.

In general, SSI prefers the use of large buckets with generous openings, and the efficient, down-pressure type wringers, which have been state of the art in this industry for at least forty years, but are still not in universal use. Mop sticks in use are generally the “claw” style, which need not be discarded, but are not the most effective. The preferred type is the "stirrup" style in which a holding bar goes through the heel of the mop, leaving the entire heel accessible, and enabling the custodian to mop at very low angles without scratching the floor. This style also allows the custodian to insert a green or white scrubbing pad in the heel of the mop to use when stubborn streaks or stains are encountered.

Having said all that, it must also be said that this is a segment of the industry that has simply exploded with innovation over the past ten years. Fifteen years ago, micro-fiber cloths began to appear, mostly from European firms, and most of those using material developed in Asia. About ten years ago, US firms began to develop and market a profuse variety of new mopping tools based on this breakthrough material. A new standard has begun to emerge and bears serious consideration in every area of the operation. Unger, for example, is marketing a complete new system that combines an ergonomic wringer with flat mopping and a double bucket for waste water (so called because the water is not for rinsing the floor, but for depositing the waste from the mop into the water before using the cleaning solution).

Endorsing this approach, however, involves changes that may not be financially viable at the moment. There are more pressing needs, and at best we would recommend experimenting with these new tools as the occasion arises.

Spot Cleaning

Regular spot cleaning of walls, doors, furniture and other equipment is essential to an effective operation. At Lincoln Public Schools, the ratings indicate that it is rarely attempted outside of summer clean up. The basic spot cleaning equipment -- spray bottles, an effective all purpose cleaner, and scrub sponges -- is available. Spot cleaning of both furniture and walls must be made part of any new program, standard or otherwise. In the Standards System in Cleaning, a sound spot cleaning program includes the use, where needed, of fine abrasive cleaners, the intensive training of all cleaners in advanced spot cleaning techniques and scheduling spot cleaning on a fixed frequency. Making spot inspection part of a regular quality control program is also a key ingredient. A major point about all spot cleaning on walls, furniture or carpet is that it should be done as soon as possible after the spot has occurred, to prevent the soil from bonding to the surface. This is possible, however, only when spot cleaning is scheduled on a regular frequency, and the schedules are routinely policed.

One reason spot cleaning is not taking place is because they do not have the proper tools. Scrub sponges, liquid abrasive cleaners and microfiber cloths need to replace rags and spray bottles as part of a standardized approach.

Washroom Cleaning

The washroom ratings were very substandard -- clear signs that this is an area requiring serious attention. For swift and effective cleaning and disinfecting of washrooms, systematic training in standard techniques is required. These include use of a two-compartment wash-and-rinse bucket, with one containing a disinfectant detergent solution with a standard swab and a unique, hour glass sponge for commodes and urinals, and standard supplies in the other. Standard methods facilitate the speedy but effective cleaning of all washroom surfaces and insure the disinfecting of all surfaces, including the inside of the commodes.

A common and unhealthy practice that we noted at LPS was the use of acid bowl cleaners in toilets. This unsafe practice is banned in most operations

and should be removed from this one ASAP. There are plenty of chemicals and tools available that make its use unnecessary.

The latest development in washroom cleaning is the so called "touchless method." They are very effective machines for cleaning washrooms, though tools for deep cleaning stairwells and kitchen areas have also been introduced. The school currently has two of these machines, a Compass model produced by Windsor. The Head Custodian uses one weekly at Hanscom. The other is gathering dust in Lincoln; we were told it is used only for project cleaning over breaks.

This is unfortunate. Our initial skepticism about these machines and their claims has turned to admiration now that we have had the opportunity to work with them extensively. It does in fact deliver remarkable results in washrooms, cleaning them much more thoroughly than traditional methods, and doing so in less time. Cleanliness results have been remarkable, especially for walls and floors. It's great advantage is that even in the hands of an average worker, it produces outstanding results in less time. It has reached the Holy Grail in this industry: Faster-Cleaner-Cheaper. Wherever possible, this machine should be in weekly if not daily use.

An alternative to these machines is the use of an industrial capacity steam cleaner. Steam cleaners are smaller and less intimidating for the custodians, easier to transport and considerably less expensive. They are not quite as fast or thorough as the touchless machines but are still quite impressive. Not to mention how staff and teachers would react to the very idea of the washrooms being steam cleaned of soil and bacteria every night. Given financial realities, however, and the fact that the current state of washroom cleaning can be radically improved without the additional expense, we are not recommending taking this expense on at the moment.

A final note on washrooms: the toilet paper dispensers are mostly designed to hold only two rolls, a standard that has been largely abandoned in most institutions. Most large institutions use either four roll dispensers, usually in a wagon wheel configuration, or use the jumbo roll dispensers that have been on the market for many years. A word of warning: thought has to be

given to physical size. Overly large units can use a disproportionate amount space in the stall, making them harder to use and more difficult to clean.

Chemicals

There are a variety of drawbacks associated with the cleaning chemicals currently in use. Two of them affect safety and should be immediately addressed. We have already noted the presence of a 9% acid bowl cleaner; it should be banned, removed from the closets and disposed of properly.

The second is the fact that the spray bottles are not properly labeled, which is an OSHA violation. Any good distributor will provide proper labels, "proper" meaning with all ingredients and appropriate safety issues clearly legible. Most will be able to provide silk screened bottles that match up with the chemicals they sell. Right now a lot of spray bottles either have nothing on them at all, or a handwritten note of the generic contents, e.g., "window cleaner."

Beyond safety, Kevin Finnerty has begun to move in the direction of green, which is a good idea, especially in a community such as Lincoln. He has also introduced some automatic dispensing dilution control units, another good idea. Both ideas need to move further and faster. Green chemicals have improved dramatically in the last five years with several national and regional manufacturers putting out products that perform very well in the field.

We recommend standardizing the chemical line across both campuses and installing state approved dispensing units (regulations on back-flow prevention have become especially tight in Massachusetts).

Carpet Care

Adequate carpet care is obviously a necessity if overall appearance is to be maintained at high levels. Not surprisingly, much of the vacuuming is done with an upright vacuum, though a backpack is also available. Uprights are effective in terms of quality but need more than twice the time to do the same work effective backpacks or canisters require. Backpacks have the

added utility of being able to get under low furniture with ease, and clean baseboard areas, upholstery and ceiling vents with normal attachments. Many of today's uprights, generally the more expensive types, come with similar attachments that have not proven to be as useful in practice as they appear in brochures.

In the majority of carpeted areas, daily overall vacuuming is unnecessary if spot carpet sweeping is part of a regular three- or four-times-a-week routine. Utilizing this combination of carpet sweeping and vacuuming on a scheduled basis, high coverage and quality can be sustained. The tool for this is a small lightweight carpet sweeper called a HOKY, which is now marketed by Rubbermaid.

This daily maintenance must be supplemented with a high frequency spot cleaning program. Fortunately, extracting equipment is available for project use.

Long term maintenance, however is a different issue. The machines available are useful but small, and not very high powered. Carpets should be extracted annually, which means buying a larger machine for both campuses to share, or outsourcing the work to a reputable local contractor. There is not an enormous amount of carpet, but it has not been taken care very well.

Floor Maintenance

On the SSI rating sheets (Appendix), floors account for 37 to 40 points out of 100 in determining overall area appearance. This quantifies the intuitive observation that no area can be attractive without well-maintained floors. Conversely, a well-maintained floor will frequently cause deficiencies in other elements to be overlooked by the casual eye.

One of Mike Haines' accomplishments, one that brought nearly universal kudos, was the impact he has had on floor cleaning. There was a stretch of flooring that the crew had not yet reached in their process of getting all of the floors into shape, and if they all looked like that then no wonder administrative staff noted and is grateful. Mike established a standard and the staff worked toward it. They are not completely there yet – corridor floors were at 70% of standard – but they are well on their way. This is a

good demonstration of the fact that simply setting standards can result in visibly improved results without increasing staff.

Keeping floors at standard throughout the school year is problematic at best and should not be expected. That being said there is much room for improvement. Adequate frequencies need to be assigned to public floors to keep appearance levels up. In areas off of the corridors custodians need to be taught proper spot cleaning and policing techniques, especially on carpets.

Equipment appeared to be adequate in terms of auto-scrubbers, buffers and stripping equipment. There are a lot of innovative new machines constantly coming into the market such as the stand on scrubber in Lincoln and a chemical free stripper/scrubber that is very impressive – and expensive. In the future it will be worthwhile to invest further in such machines, but first things first.

Program Management

The overall responsibility for the management of any cleaning operation is this: to *improve, tighten and strengthen the organization so that the buildings will be cleaner, or cost less to clean*. The challenge for Lincoln Public Schools is that not only has no one ever been trained to do this, there is no one available to train.

The school needs to have a system in place that can be taught to and then run by someone with the willingness to run it. That organization should include the following:

- Standard workloads.
- Standardized, written schedules for each custodial worker.
- Standard supplies and equipment for each operation performed.
- Standard performance management and quality assurance procedures.

In such an operation, especially at LPS's small scale, a few hours a week allows a qualified working supervisor to run a well organized, hands-on operation with clear lines of responsibility to the crew and to the Facilities Coordinator. There should be bi-weekly meetings with each crew member and monthly quality reports to review with the Facilities Coordinator, keeping both parties plugged in to the demands of their respective responsibilities.

This is what a modern, state-of-the-art custodial operation looks like, and this is what Lincoln Public Schools needs to put in place. Michael Haines would certainly be more than capable of handling this if he had the time. He does not, especially after recent expansion of his responsibilities to cover Lincoln town buildings.

What is needed is a working supervisor who can do what the current day Head Custodian does, but without such ancillary duties as running to the Post Office, delivering packages to town offices, etc. Delivering equipment and supplies should be streamlined as well. Vendors should be charged with delivering to separate buildings, not the Head Custodian. Vendors should also deliver supplies to Hanscom rather than offloading them in Lincoln, only to be reloaded into a van, brought over to Hanscom and offloaded again.

Hours for this position would have to be altered in order to overlap, at least a couple of times each week, with the second shift starting at 3:30 PM. Other days would require an early start in order to perform inspections on the night crew before areas get used.

We understand that Mr. Finnerty is not only a union member but the shop steward as well. We have worked out protocols in the past to accommodate this type of situation. Details are important and have to be tailored to these particular circumstances, but the heart of it revolves around the inspections being primarily communication about performance and not discipline. Disciplinary procedures are covered by the union agreement and we do not propose to either under cut or embroider them in any way.

STAFFING AND COVERAGE

Two basic criteria are widely used to evaluate a cleaning program at any given cleanliness level: its costs and its square foot coverage per hour or per cleaning worker daily. Cleaning costs, however, are dependent on many factors other than the productivity of the individual cleaner: personnel policies, contractual and Human Resource requirements, prevailing wages and fringe benefits, and other conditions beyond the control of cleaning administration. Coverage -- the total square footage cleaned daily, divided by the total average hours or number of full-time equivalent people used in cleaning, including supervision and a pro-rating of management time devoted to cleaning -- is therefore a more accurate gauge of how effectively staff hours are used than are costs.

There are two significant differences between SSI's practice and standard industry practice in determining coverage. First, we normally include supervisory and management time when determining coverage -- time is a considerable cost, and true costs rise considerably when management time is factored in. Only the inclusion of this factor can give an accurate picture of overall productivity.

The other divergence is the use of net cleanable square feet in determining coverage. Standard practice is to use gross square footage, which inflates the results. In this audit we have used a figure of 90% of the listed square footage given to us.

The Current Program

The current program at LPS consists of two shifts that total 13 full-time equivalents (FTE). Of these 13 FTE, we have determined, for purposes of this analysis, that the equivalent of 9.9 FTE are devoted to cleaning. Four of the day custodians cover lunch periods and respond to the sorts of calls that are inevitable with school children, which is both understandable and necessary. We concur that approximately three hours are, or should be, available in the course of their day to devote to cleaning including time spent

cleaning cafeterias at the end of their day. The fifth day custodian we have also counted as having three hours available for cleaning, though for very different reasons. In addition to spending a small amount of times putting up tables in cafeterias in Lincoln, his duties include delivering packages around both campuses and the town of Lincoln, getting mail to and from the Post Office and delivering supplies to the various buildings in both sections of the operation.

On the evening shift, there are there are 4.5 FTE in Lincoln and 3.5 FTE at Hanscom. Current plans call for sending 0.5 FTE from Lincoln to Hanscom when school begins at the end of the summer. After assessing the square footage and conditions at both campuses, we strongly disagree with this move. There is already a significant gap between the two groups in terms of square footage. Lincoln custodians will cover 5,300 more square feet per eight hours under the current configuration. If a part-timer is transferred, that gap more than doubles and Lincoln would be covering 50% more area, under similar conditions, than Hanscom.

Of course this assumes that the square foot figures we have been given are accurate, and there were some questions on that score. However, they would have to be wildly inflated in Lincoln or seriously under reported in Hanscom for this transfer to be a good idea. Should the district go ahead with an installation of a Standards System, every cleanable space would be measured, a permanent database established, and workloads would be equalized as closely as possible. Right now, simple equity calls for leaving the part-timer in Lincoln.

Using the total net cleanable area of 259,203 square feet (90% of 288,003 gross square feet), a daily staffing of 79 hours (9.875 x 8) gives an hourly coverage of 3121 square feet, or a daily average of 26,248 square feet per FTE. This coverage is above the average of similar facilities, but is a level that can be cleaned to acceptable levels utilizing the Standards System.

A note on the square foot figures and how we arrived at the ones used above. Hanscom is listed as 112,000 gross, round numbers that we always suspect. Lincoln was listed as 187,403 gross, but Mike Haines thinks it should be 181,403 so we went with that. Because Magic Garden is leaving the

custodial program we also subtracted that 5400 square feet from the gross figure to arrive at a total of 176,003 gross, 90% of which equals 149,603 net.

As shown in the table "Productivity in Two Programs" (p. Productivity in Two Programs22), current coverage is achieving a low Quality Factor (**Q**) of .773 or 77.3% of standard. To achieve the recommended standard levels of 100% under the current program, *using current methods, tools and organization,* application of the Productivity Index Formula ***(PI = C x Q)*** indicates that staffing would have to be increased by almost 30%, or three full time positions, to attain what is possible by installing a Standards System.

The Standards System

The greatly increased productivity made possible by a Standards System results in any desired combination of increased coverage and higher cleanliness levels.

In a Standards System, each cleaner is expected to do a full but fair day's work every day. His cleaning duties are scheduled to assure this performance. Each operation is studied in detail; standards and frequencies tested in hundreds of buildings are tailored to area needs. All cleaners are trained to perform a standard day's work. Planned work patterns, scheduling of both daily and project operations, realistic frequencies tuned to actual soil load, fatigue-reducing methods: all these insure the cleaner's ability to cover the assigned area without haste or strain.

Under a Standards System the sum of the improvements makes possible a measurable productivity gain. As shown in the table "Productivity in Two Programs" (p. 22), the proposed program would achieve a 29.4% productivity gain ***(C x Q)*** through simple reorganization, scheduling and training.

While a Standards System designed to maintain only *current* cleanliness levels could result in some savings (see "Costs @ Various Levels {Table & Chart, facing pages 44 & 45}), we are convinced that this option would be

unwise and strongly recommend against its adoption. We believe that the investment already made in Lincoln Public Schools requires the highest cleanliness levels that are technically and *economically* feasible; a decision to turn productivity gains into cost reductions would, in our judgment, be unwise, especially since it is possible to attain significantly higher cleanliness levels without incurring any increase in net program costs beyond one time start-up expenses.

These are the goals that SSI proposes to achieve through a work standards program. The details, including precise workloading and scheduling and specific assignments by shift and building, can only be worked out in the course of developing the actual program. In offering this plan, it should be understood that the specific details are options that are subject to revision as occupancy and building usage dictates.

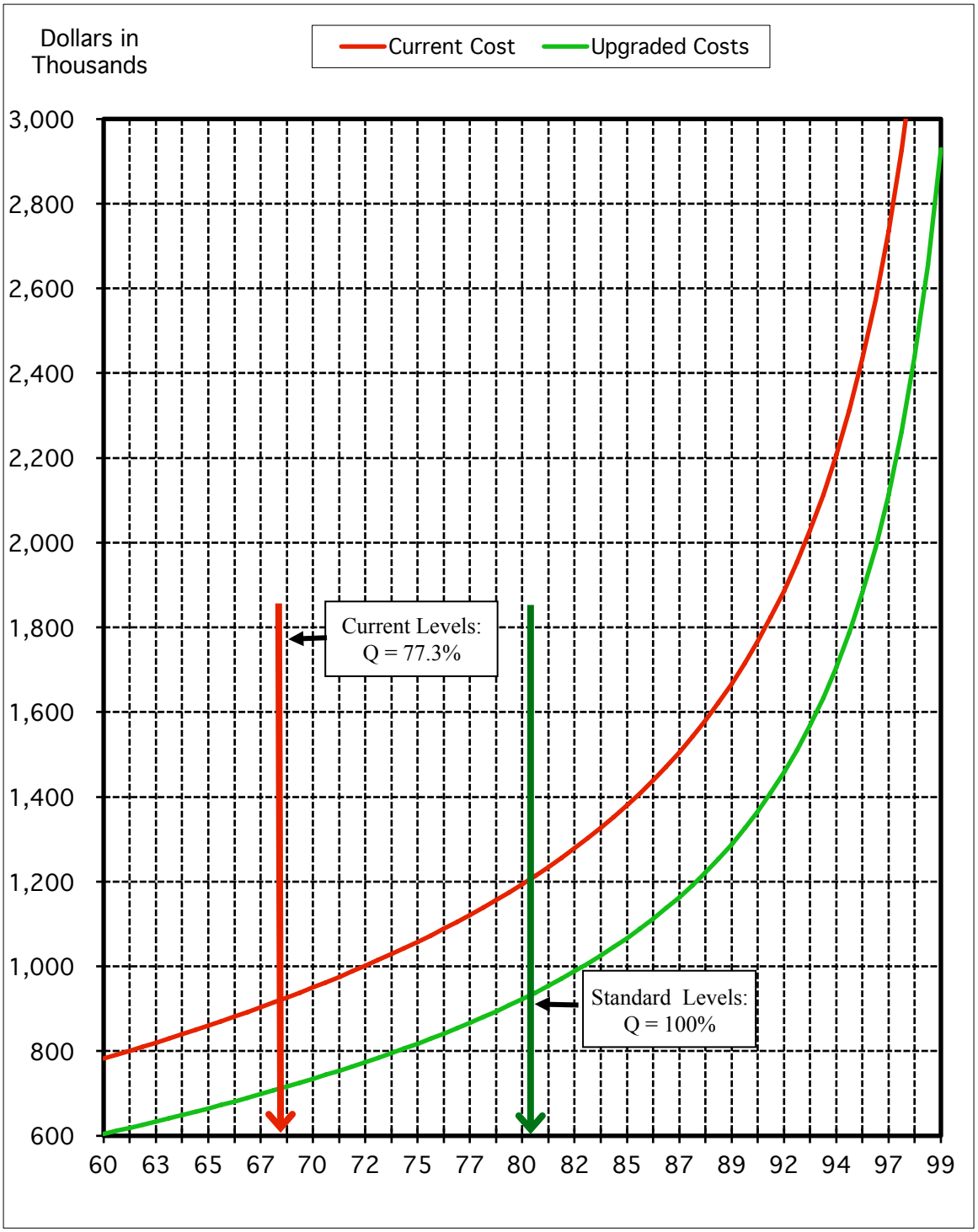
Costs @ Various Levels (Table)

Cleanliness Level	Quality Factor	Annual Program Costs: Program Costs	Annual Program Costs: Upgraded Costs
60.1	.644	$782,132	$604,464
62.0	.668	$810,300	$626,233
63.8	.692	$839,773	$649,011
65.6	.717	$870,739	$672,943
67.5	.744	$903,422	$698,202
69.3	**.773***	**$938,096**	**$724,999**
71.1	.803	$975,093	$753,592
73.0	.836	$1,014,826	$784,300
74.8	.871	$1,057,811	$817,520
76.0	.924*	$2,966,169	$841,307
77.9	.938	$1,138,537	$879,908
79.7	.984	$1,193,933	$922,720
80.3	**1.00****	**$1,213,828**	**$938,096**
82.1	1.05	$1,278,641	$988,186
84.0	1.11	$1,352,792	$1,045,494
85.8	1.19	$1,439,108	$1,112,202
87.6	1.27	$1,541,683	$1,191,476
89.5	1.37	$1,666,681	$1,288,080
90.1	1.41	$1,714,865	$1,325,318
91.9	1.55	$1,885,902	$1,457,503
94.4	1.82	$2,207,172	$1,705,793
96.2	2.12	$2,572,933	$1,988,469
98.0	2.60	$3,155,549	$2,438,738

*.773 = Current Program Quality Factor

**1.00 = Projected Standards System Quality Factor

Costs @ Various Levels (Chart)



COSTS UNDER TWO PROGRAMS

A major objective in the evaluation of a cleaning program is the determination of its costs. Cleaning costs are business expenses that should be known and controlled as accurately as all other expenditures. Obviously, no real progress toward reducing costs, establishing a standard cost system, or making comparisons with other cleaning programs, can be achieved until actual expenditures are known.

The Current Program

As shown in the table "Current Program Costs" (p. 49), current annual cleaning costs are $938,096, or $3.62 per net cleanable square foot. All of the numbers used for calculating this number are from the FY 2012 budget given to us by the administration, with one important exception. The total for both equipment costs (here labeled Durable Goods), and supplies were reduced by subtracting from them the totals of non-cleaning items that they contain.

In the case of supplies the majority of it was a matter of deducting the significant costs of toilet paper, paper towels and hand soap – dispenser supplies that are rightfully in the custodial budget but are not used for cleaning. Other items were also included but were minor: light bulbs, wastebaskets, etc. Under durable goods we included only cleaning equipment such as vacuums, rug fans and equipment parts. Items such as snow blowers, more properly part of the grounds portion of building and grounds, were deleted.

Because the figures we had were actual year to date numbers, we took the total from each of the above categories and determined their percentage to date of the 2011 budget. We then used those percentages to project what the numbers would probably be for FY 2012. Not a perfect solution but it did give us numbers we were comfortable working with and that are easy to explain.

We should note here that $3.62/SqFt is at the very high end of cost figures we have seen in other places. The reason, of course, is the high pay scale

enjoyed by the staff. The only time we have seen this level of costs in a school system was in a rural area where a good portion of the custodians were bus drivers part time and custodians part time. The bus driving rate carried over to the cleaning duties. These high rates also had an understandable upward pull on the wages for the rest of the staff.

Costs Under A Standards System

In industry, the motivating force in the application of management methods is the desire to effect unit cost reduction. The impetus for this drive always comes from top management, which is most cost-conscious and in a position to exert effective pressure. But in cleaning, this desire to effect cost reduction is strongly hampered by the general backwardness of the field technically, and by the lack of objective work standards and performance criteria. As a result, management pressure too often consists of uninformed nagging, to which cleaning supervision normally responds with equally uninformed resistance.

By providing the necessary standards, technical guidance, and organizational procedures, a Standards System constructs a framework within which a cost-conscious administration can operate effectively and safely. At the same time, the Facilities Coordinator is given the ability to meet administration requests with a precise answer to the question of what the effect of budget changes will be. The tool for this is found in the chart "Costs @ Various Levels" (p. 45), with accompanying table on facing page).

The economies that are possible when a cost-conscious administration and supervisory team operates with a comprehensive, carefully planned and integrated program are shown in two tables: "Return On Investment" (p. 6), and "Productivity In Two Programs" (p. 22). As shown in “Return on Investment” the annual cost of the current program is $938,096. Under a proposed Standards System, if the current cleanliness levels were maintained and the *entire* productivity converted into cost reductions, the same cleaning could be obtained for $724,999, a reduction of $213,097 annually.

However, we know this to be unwise, not what the administration is looking for, nor is this is our recommendation. To support the impending investment in new facilities and restore confidence within the community (both inside and outside the school), the quality should be raised to 100% of standard.

There is another aspect of the cost equation eluded to above but not alluded to, above but not spelled out, and that is costs associated with a start up. Aside from any consultant fees, which we propose below, there will be one-time expenses incurred to properly equip each custodian. We estimate those at $150 - $200 for day custodians, and $850 - $900 for the night custodians. The night custodians need new carts and vacuums that will account for the bulk of the costs. Small tools and equipment, discussed above, usually run from $150 - $200.

Current Program Costs

District ➔	Lincoln	Hanscom	Combined
Buildings & Grounds			
Facility SPT Staff (custodians)	$73,187	$59,880	$133,067
Overtime	$4,550	$4,240	$8,790
Clothing Allowance School	$5,165	$5,585	$10,750
Durable Goods	$3,286	$4,790	$8,076
Cleaning Supplies School	$15,936	$12,879	$28,815
Sub-total Buildings & Grounds	$102,124	$87,374	**$189,498**

Buildings & Grounds	***Lincoln***	***Hanscom Primary***	
Facility SPT Staff (custodians)	$338,457	$201,662	$540,119
Overtime	$19,013	$7,800	$26,813
Sub-total Buildings & Grounds	$357,470	$209,462	**$566,932**

Buildings & Grounds		***Hanscom Middle***	
Facility SPT Staff (custodians)		$173,866	$173,866
Overtime		$7,800	$7,800
Sub-total Buildings & Grounds		$181,666	**$181,666**

Subtotals:	$459,594	$478,502	
		Grand Total:	**$938,096**

TWO APPROACHES TOWARD AN IMPROVED PROGRAM

As the description and analysis in the preceding sections of this study make clear, the current cleaning program in the LPS facilities needs to achieve cleanliness levels almost 30% higher. Utilizing current methods, tools and organization, there is little prospect of raising cleanliness levels at all, much less to acceptable levels. In essence, to improve current cleanliness, major gains in labor productivity must somehow be achieved.

Obviously, if all the described weaknesses were eliminated or corrected and the major recommendations carried out, substantial improvements could be effected. However, to attain these improvements -- in sum, to achieve measurably higher cleanliness levels without an increase in costs -- a comprehensive reorganization must cover all aspects of the operation: setting standards, workloading, scheduling, training, logistics, contingency planning, quality control and supervision.

SSI believes that there are only two realistic ways to achieve this: the current Facilities Coordinator can set new long range goals which he tries to implement over the years, step by step, without outside help; or the services of SSI can be engaged to set up a complete Standards System in Cleaning that would achieve all the new goals in a few months.

A Self-Improvement Program

Given the general theoretical and practical weaknesses of the published material on cleaning, a tremendous burden is placed on management and its supervision to develop programs on their own for attaining advanced goals. In effect, they will have to pull themselves up by their bootstraps, since they must, in effect, reinvent their own procedural and organizational techniques.

With enough time, application and experience, they would undoubtedly succeed in making substantial improvements; but that a program under this plan could ever reach *standard* costs and quality is dubious. Our estimate is

that even if the administration could find enough time outside their daily duties to work intensively with the custodians, such an approach, even over a long period of time, would not achieve more than 25 to 30% of the gain obtainable quickly with consultant help.

The technical obstacles to major advances under a self-improvement plan are formidable. Small gradual improvements have a tendency to lose their effectiveness when they are not immediately integrated. Economies of scale are not achieved. For example, improvements in equipment-dusting tools and methods can significantly reduce dusting times, but if schedules are not changed soon after the improvements are introduced, the cleaners merely adjust their pace or raise levels slightly. In either case, later attempts to change area coverage on the basis of improvements made previously will meet with great resistance. In addition, individual increases in efficiency, by themselves, are fairly small; it is only when all changes are integrated simultaneously that schedule changes and labor reallocations are possible.

In our experience, a long period of minor changes is more upsetting to everyone involved than a shorter period of major changes. Most cleaners and supervisors seem to react better to a short series of major changes that are completed relatively quickly than to an extended series of small changes that seem never ending.

Extended campaigns for improvements -- or for anything else -- tend to lose momentum. It is difficult for both supervisors and custodial workers to sustain the enthusiasm and the peak performance necessary for improvements over long periods of time. And flagging desire leads to rationalizations for maintaining the status quo and accepting lower goals.

Once this gradualist approach is initiated, it becomes extremely difficult to overcome the negative climate, the lack of confidence, and even the frequent resentment and prejudice caused by partially introduced and only semi-successful new tools, methods and procedures.

In assessing the true costs of a self-improvement program, the time factor must be considered. Under the best of circumstances, a self-improvement program will require several years of trial and error, accumulating data,

substantiating and tailoring standard rates and times to specific area soil loads, and acquiring the other technical knowledge necessary to achieve major productivity gains.

During these years, a hard choice faces program administrators: they can either try to attain the desired cleanliness levels quickly before all the many improvements needed have been effected and integrated, in which case they must increase their staffing and operating costs. Or else, holding the line on their current substantial staffing costs, they must be content with only small increments in the levels now prevailing.

The first choice is costly and simply not available in the current climate. And it is a course that, once embarked upon, is difficult to reverse -- reducing a staff presents many more problems than does increasing it.

The alternative -- to be content over a protracted period with small improvements in cleanliness while holding the line on the current fairly high costs -- is, in our judgment, equally unsatisfactory. For as labor costs keep rising, budgetary pressure to hold the line on costs will continue to mount, as will pressure to upgrade the quality of service. Finally, the effect on the morale of custodial personnel cannot be overlooked in this decision. Small incremental gains tend to go unnoticed, especially if implemented over a long period of time. But large gains, quickly achieved, have a dramatic effect on morale and motivation and, particularly in the area of cleanliness, give a noticeable lift to everyone connected with the facility.

A Consultant-Reorganized Standards System

Under this approach, full standard goals would be met fairly quickly and with certainty. The stressful period of change would be relatively short. Working with and through administrative and supervisory staff, SSI would reorganize the current cleaning program with a direct, intensive and multi-phase attack on every aspect of the cleaning effort. This reorganization would involve complete workloading of all the necessary cleaning functions, on both shifts in the LPS facilities. The workloads would then be divided into precise daily schedules for each custodial worker. All the workloads

and schedules are based on the most progressive cleaning methods in the field.

These "state-of-the-art" methods are implemented by intensive training of staff and supervision. Tools and equipment appropriate to these methods must be obtained, and the custodial workers and supervisors trained in their use, care and maintenance. A logistics system based on periodic in-house inspections to make sure the equipment and supplies are kept in a clean and functioning condition, must be installed to support the operation. A quality control program based on visual area inspections using numerically based forms, must be instituted after cleanliness standards have been set for each area. Alternate scheduling for high absenteeism, vacations, and other contingencies must be devised and put into operation.

When training in the correct use of tools and methods has been completed, the new schedules are installed. And during the first weeks following installation, the consultant works closely with all staff members.

Experience has shown that the most effective approach to reorganizing a cleaning program is for the consultant to work with and through current staff and supervision. Although programs can be imposed by a combination of management and consultant pressure, unless the personnel themselves feel that they have played a role in developing the new program, resentment and resistance will be high -- sometimes to the point where program goals are seriously endangered. Further, the specific experience and background of current employees is invaluable in developing and tailoring schedules, workloads and techniques. SSI regards its Standards System not as a straitjacket imposed on a staff by a group of outsiders, but rather as the culmination of a team process in which the consultant acts as guide and catalyst in an essentially cooperative enterprise, owned by the client.

The quality control system that combines in-house daily inspections with periodic consultant ratings, trains cleaners and the administration in quality consciousness; this combination provides the administration with measurement tools for evaluating the program on an on-going basis.

Necessarily, the installation of a Standards System involves many changes; as every administration knows, changes, even for the better, may cause upset. As consultants whose functions are inevitably tied to initiating change, SSI has had a great deal of experience in dealing with change and minimizing its upsetting effects. SSI's basic approach is founded on the inner motivation of people rather than on the imposition of outside coercion. Only practical, realistic demands are made on the individuals involved; frequent and convincing explanations, based largely on appeals to self-interest, are given. Each person is handled with patience, dignity and respect; logical and dramatic illustrations are used to show precisely how the new ways are better. Intimate familiarity with the custodial workers' on-job problems creates confidence; full and frequent recognition of past achievements helps establish receptivity. The staff's own ideas for improvements are welcomed and incorporated as much as possible; scrupulous objectivity and frankness stimulate trust and respect. As an outside "expert," the consultant carries the prestige and impartiality that can help redress inequalities, real or imagined; and, as an outsider, he can, where necessary, help carry the responsibility for the changes, rather than having the onus fall on the Facilities Coordinator or others in the administration. The result is an improvement fully owned by client staff.

Consultant skills and experience are only some of the factors involved in reducing upset. In-house supervision is equipped with all the techniques for demonstrating the advantages to the custodial workers of the new methods and schedules, while the presence of a consultant bolsters supervision by providing on-the-spot persuasive and precise answers. The consultant also maintains the momentum toward the goals, foresees problems and devises approaches to what may seem, to less experienced eyes, insurmountable obstacles.

DESCRIPTION OF PROPOSED CONSULTANT SERVICES

The projected program of a Standards System for the Lincoln Public Schools consists of eight basic services, many of which will run concurrently:

1. Orienting Management and Training Supervision
2. Supplies and Logistics
3. Workloading
4. Scheduling
5. Training of Supervision and Cleaners
6. Installation, "De-bugging" and Fine-Tuning of Schedules
7. Quality Control
8. Program Review and Rating

Service 1 Orienting Management and Training Supervision

Training begins with orientation of program administrators and supervision in the complete Standards System so that they can share in the overall direction, evaluation and long range planning with SSI. Management is shown how to develop and use such key controls as the Productivity Index and Overall Ratings to evaluate the program, detect danger signals and eliminate weaknesses. Management is also brought up to date on the latest technical developments in the field.

Intensive training of supervision starts early and continues throughout all phases of the program. Among the subjects covered are: supervisory work aids and controls such as daily check lists; leadership techniques with cleaners; effective liaison with facility occupants; communication with management; basic cleaning techniques and the technology of cleaning;

standard supplies and inventory control; and the fundamentals of a standards program.

Service 2 Supplies and Logistics

The best products and tools for each cleaning operation are selected. Supplies include: detergents and disinfectants for floors, walls and washrooms; utility cleaners, strippers and floor finishes. New equipment needs such as dusting tools, whisk brooms and cleaning carts are identified, located and purchased. A standard supplies list and a plan for continuing improvement are set up. Requirements for supply closets and inventory controls are established.

Service 3 Workloading

The time required to perform specific cleaning operations is determined for each area. Rates are based on consideration of soil load, congestion and other area conditions, as well as methods, tools, and physical capacity of the cleaners.

Standard workloads are determined for each building and area; daily and project methods are scheduled in light of diverse quality standards. Make-ready, transportation and put-away times are allowed for. Workloading takes into account the types of areas to be cleaned, the time required for each operation, frequencies and the total time. After workloads have been studied, the number and disposition of cleaners can be determined exactly.

Service 4 Scheduling

Standard scheduling includes: fair division of workloads into minimum staff requirements; assigning daily work routines; mapping patterns of choice through an area; and determining optimum sequence of operations. Scheduling of floor work, allowances for down-time, swing, make-ready,

transportation, and a cushion for emergencies are also provided. Coverage for cleaning must be integrated with the needs of each facility, such as gym, library and multi-purpose room usage. Special functions must be adequately covered; alternate scheduling for absenteeism must be available.

Service 5 Training of Supervision and Cleaners

Training classes for custodial workers consist of sessions that include lectures and demonstrations by the consultants. Hands-on practice sessions are supervised by the consultants and supervision. Among the subjects covered in the classes are: Standards System advantages and opportunities for the worker; reasons for new procedures; basic cleaning techniques; patterns of attack; advantages of new tools, how to use them, their care and maintenance; how schedules are devised; importance of keeping on schedule; daily and project work, emergencies, and short cuts.

Service 6 Installation, "De-bugging" & Fine-Tuning of Schedules

Installation of new schedules is a crucial period: the early success of the program depends largely on how well the cleaners handle their new assignments in the first few weeks. The psychological climate is prepared by the introduction of new labor-saving, fatigue-reducing tools; and the cleaners receive as much individual guidance as is necessary to meet the new schedules.

All the preparatory work -- workload determination, scheduling, training -- mesh into an operating program. Schedules receive final tailoring to fit variations in personnel capacities. Unforeseen problems -- all the minor "bugs" that beset the installation of a program -- are ironed out early. Additional training of supervisors and workers is provided as needed. Personnel, technical, or supply problems are solved as they arise.

Service 7 **Quality Control**

Standard cleanliness levels are set for each type of area; these levels then become the quality goals of the program. Periodic area ratings subsequently become yardsticks for measuring long range progress or lack of progress. In addition, both a daily inspection system and a procedure/schedule check are set up. All of these controls -- long range ratings, the daily inspections and the procedure checks -- serve three purposes: (a) to prevent small quality defects from becoming chronic; (b) to guide supervision in adjusting schedules; (c) to indicate those methods in which the staff needs training. The supervisor is trained in the use of the Cleaning Inspection Report. SSI also offers as an optional service a quarterly report for Lincoln Public Schools administration that would include ratings of 25-30 representative areas.

Service 8 **Program Review and Ratings**

Three months after the installation of the program and initial "debugging" is completed, SSI conducts a review of the operation including 25-30 ratings of randomly selected areas. The review and written report is submitted to Lincoln Public Schools administration for discussion with the consultants. These initial ratings *are included in the cost of the program*.

OPTIONAL SERVICES

Service 9 **Successive Years Follow-Up**

Tri-annual program reviews and rating reports (25-30 ratings of randomly selected areas) are offered as an option to maintain the program at the highest levels of efficiency, and to introduce state-of-the-art improvements in methods and tools as they are developed. This report is an expanded and more detailed version of the “Current Cleanliness Levels” chapter of this audit. Such reports track progress made beyond the report that is included as a basic and integral part of the program.

SCHEDULE OF FEES

Basic Program

Services 1-8 **$25,000**

a. Preparation and Installation of the *Standards System In Cleaning* at all LPS Central School facilities;

b. Overall Program Review including one Follow-Up Rating.

Payment Schedule

1st Payment ***$12,000**

Due when SSI begins work

2nd Payment **$11,000**

Submitted at program installation

3rd Payment **$2,000**

Submitted after completion of Initial Follow-Up Rating

* $1,875 (50% of total audit cost) will be deducted from this payment if the program is accepted within 90 days of audit submission.

Note: These are fixed fees; amounts listed cover all fees and expenses, including phone, food, travel, lodging and office.

Optional Services

Service 9 (Optional)

Successive Follow-Up

Tri-annual Program Review & Rating Reports (25-30 Ratings). Rating reports are normally scheduled at the beginning of the school year in late August or early September to establish a benchmark. Subsequent ratings are normally scheduled for late November or early December and late April or early May to measure how well the operation has weathered the school year. Precise dates would be scheduled through the Facilities Coordinator.

@ $2,000 per report: **$6,000/yr.**

Note: These are fixed fees; amounts listed cover all fees and expenses, including phone, food, travel, lodging and clerical.

APPENDIX

1. *Sample Schedule*
2. *Cleaning Inspection Report*
3. *Table of Top Standards*
4. *LPS Ratings (27)*

Sample Schedule

CLEANING SCHEDULE

Building:	Name:	|Schedule #: FT-1

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	AREA AND OPERATION
1	**6:00 AM** Complete	**6:00 AM** Routine	**6:00 AM** Routine	**6:00 AM** Routine	**6:00 AM** Routine	Clean main Women's locker room 121.
2	**8:10 AM** Complete	**7:35 AM** Routine	**7:35 AM** Routine	**7:35 AM** Routine	**7:00 AM** Routine	Clean Women's Faculty locker room.
3	**8:40 AM** Routine	**8:10 AM** Complete	**8:10 AM** Routine	**8:10 AM** Routine	**7:20 AM** Routine	Clean these areas: dance studios 122 and 23 (studios 1, 2), and Weight Room (126).
4	**9:10 AM** Routine	**9:20 AM** Routine	**8:40 AM** Complete	**8:40 AM** Routine	**8:05 AM** Routine	FIRST FLOOR: Clean these areas: Performing Dance Studio, CR 127 and Information office.
5	**10:10 AM** Routine	**10:20 AM** Routine	**10:35 AM** Routine	**9:40 AM** Complete	**9:05 AM** Routine	Clean Laundry Rm. and Training Rm. Clean stairs to 2nd floor, clean North Stairs and elevator.
6	**10:40 AM** Routine	**10:50 AM** Routine	**11:05 AM** Routine	**11:00 AM** Routine	**9:35 AM** Complete	Clean 2nd floor areas: gallery, trophy lounge, Video OF, kitchenette, Offices, halls, etc. Police stairs to outside.
7	**11:20 AM**	**12:00 PM**	**12:15 PM**	**12:10 PM**	**12:05 PM**	PROJECT WORK.
8	**1:35 PM**	**1:35 PM**	**1:35 PM**	**1:35 PM**	**1:35 PM**	Police and mop in Main Locker Room (121).
9	**2:20 PM**	**2:20 PM**	**2:20 PM**	**2:20 PM**	**2:20 PM**	CLEAN-UP.
10	**2:30 PM**	**2:30 PM**	**2:30 PM**	**2:30 PM**	**2:30 PM**	End of shift.
11						
12						

Start:	6:00 AM
Break:	7:45 AM - 8:00 AM
Lunch:	11:30 AM -12:00 AM
Break:	1:00 PM - 1:15 PM
Clean up:	2:20 PM
Finish:	2:30 PM
Printed:	09/30/08
Last change:	8/27/08 4:42 PM

PLEASE NOTE:

AREA TIMES INCLUDE LUNCH AND BREAKS. THIS SCHEDULE COVERS AVERAGE CLEANING CONDITIONS AND AREA TIMES ARE MEANT PRIMARILY AS GUIDES, NOT STRAIGHT JACKETS. TIMES WILL VARY DEPENDING ON AREA CONDITIONS AND, ESPECIALLY, THE SKILL OF THE CUSTODIAN. SPECIAL EVENTS, CONTINGENCIES, ABSENTEEISM, ETC., MAY REQUIRE MODIFICATIONS AT THE DISCRETION OF THE SUPERVISOR OR HER DESIGNATE. IN SNOW OR WET WEATHER, THE CUSTODIAN MAY BE CALLED ON TO SWEEP SNOW OR MOP WET TRACKING.

Cleaning Inspection Report

Date:

Common Faults
Dust • Mold • Litter • Soil Film • Grafitti • Spot
Spillage • Fingerprints • Streaks • Stains • Gum

RATING KEY
4 = Excellent: completely meets all criteria.
3 = Very Good: substantially meets most criteria.
2 = Needs Improvement.
1 = Unacceptable: requires immediate improvement.

NAME:	Inspected by:

Area One: _____| Area Two: _____| Area Three: _____|

Category	1	2	3	4	COMMENTS	Category	1	2	3	4	COMMENTS	Category	1	2	3	4	COMMENTS
Floor						Floor						Floor					
Furniture						Furniture						Furniture					
Walls						Walls						Walls					
Ceiling						Ceiling						Ceiling					
Windows						Windows						Windows					
Lights						Lights						Lights					
Closet						Closet						Closet					
Cart						Cart						Cart					
TOTALS:					Total from boxes:	TOTALS:					Total from boxes:	TOTALS:					Total from boxes:
					# of Checks:						# of Checks:						# of Checks:
					Score:						Score:						Score:

RECEIVED BY: _____ DATE:_____ Reviewed by Director: _____ DATE:_____

Table of Top Standards

(100 = Perfection)

Level =>	96	93.5	92	91	88.5	86
Area Types	Board Rooms Exec. Offices: Presidents Deans Museum Galleries ETC.	Carpeted Conference Rms Carpeted Music Rooms Carpeted Private Offices "Dress" Lobbies Washrooms Exam Rooms ETC.	Carpeted Cubicles Restrooms w/Vinyl Floors Locker Rooms ETC.	Carpeted Classrooms Carpeted General Offices Carpeted Entries Carpeted Lounges Dining Areas Lobbies & Corridors Locker Rms Main Corridors Music Rooms Private Offices ETC.	General Offices Classrooms Labs Lecture Halls Side Entries Lounges Mail Rooms Stairwells ETC.	Art Studios Delivery Areas Storage Areas ETC.

Notes:

These are guidelines or general rules of thumb, not a straightjacket.

Areas which a customer would prefer to see emphasized would have the standard raised.

Conversely, other areas may have standards lowered or simply not measured in the system.

A customer may designate higher standards in one or more of three ways:

- Raise the normal minimum standard for a particular area or area type;
- Raise all standards for their areas by a given amount (e.g., plus one or more points);
- Stipulate that the minimum acceptable overall result be one or more points above "normal" levels.

Ratings Listed by Net Score: Best to Worst

7/24/11

Area Type	Bldg:	Floor	Area	Net
Classroom	Hanscom	01	D1 Classroom	-4.1
Lobby/Corridor	Hanscom	01	D Cluster Corridor	-4.5
Classroom	Lincoln	01	Classroom L104	-5.2
Restroom	Lincoln	01	Boys Room by Library	-5.3
Restroom	Hanscom	01	D Cluster Girl's Room	-5.5
Classroom	Lincoln	01	Classroom S123	-6.5
Lobby/Corridor	Lincoln	01	S Corridor to Exit Door 21	-6.6
Classroom	Hanscom	01	Classroom B4	-7.4
Office	Lincoln	01	Private Office S100B	-7.9
Classroom	Lincoln	01	Classroom S118	-8.7
Classroom	Lincoln	01	Classroom B108	-9.1
Restroom	Lincoln	01	Faculty/Staff Restroom near S125	-9.8
Office	Hartwell	02	Stendahl General Office	-10.2
Office	Hanscom	01	Principal's Front Office	-10.4
Lobby/Corridor	Hanscom	01	First and Second Grade Corridor	-10.9
Lobby/Corridor	Hanscom	01	Hall from B3 around past Exit Doors 7 & 14	-11.6
Miscellaneous	Hanscom	01	Copy/Prep Room off Front Lobby	-12.4
Classroom	Hanscom	01	Second Grade Math Lab	-12.6
Miscellaneous	Hartwell	02	Lounge/Break area	-12.7
Restroom	Hanscom	01	Staff Bathroom 3rd Grade Wing	-13.6
Miscellaneous	Hanscom	01	Conference Room	-14.3
Miscellaneous	Lincoln	01	Copy/Work Area in B100B	-15.7
Office	Lincoln	01	Administrative General Office S100	-16.7
Restroom	Lincoln	01	Boys Room near S102	-17.0
Restroom	Pod C	01	Girls Washroom	-18.1
Restroom	Hanscom	01	Men`s Staff Restroom - Kindergarden Wing	-18.8
Office	Lincoln	01	Administrative Office B100	-22.9

Ratings Listed by Building

7/24/11

Area Type	Bldg:	Floor	Area	Net
Classroom	Hanscom	01	D1 Classroom	-4.1
Lobby/Corridor	Hanscom	01	D Cluster Corridor	-4.5
Restroom	Hanscom	01	D Cluster Girl's Room	-5.5
Classroom	Hanscom	01	Classroom B4	-7.4
Office	Hanscom	01	Principal's Front Office	-10.4
Lobby/Corridor	Hanscom	01	First and Second Grade Corridor	-10.9
Lobby/Corridor	Hanscom	01	Hall from B3 around past Exit Doors 7 & 14	-11.6
Miscellaneous	Hanscom	01	Copy/Prep Room off Front Lobby	-12.4
Classroom	Hanscom	01	Second Grade Math Lab	-12.6
Restroom	Hanscom	01	Staff Bathroom 3rd Grade Wing	-13.6
Miscellaneous	Hanscom	01	Conference Room	-14.3
Restroom	Hanscom	01	Men's Staff Restroom - Kindergarden Wing	-18.8
Office	Hartwell	02	Stendahl General Office	-10.2
Miscellaneous	Hartwell	02	Lounge/Break area	-12.7
Classroom	Lincoln	01	Classroom L104	-5.2
Restroom	Lincoln	01	Boys Room by Library	-5.3
Classroom	Lincoln	01	Classroom S123	-6.5
Lobby/Corridor	Lincoln	01	S Corridor to Exit Door 21	-6.6
Office	Lincoln	01	Private Office S100B	-7.9
Classroom	Lincoln	01	Classroom S118	-8.7
Classroom	Lincoln	01	Classroom B108	-9.1
Restroom	Lincoln	01	Faculty/Staff Restroom near S125	-9.8
Miscellaneous	Lincoln	01	Copy/Work Area in B100B	-15.7
Office	Lincoln	01	Administrative General Office S100	-16.7
Restroom	Lincoln	01	Boys Room near S102	-17.0
Office	Lincoln	01	Administrative Office B100	-22.9
Restroom	Pod C	01	Girls Washroom	-18.1

Ratings Listed by Area Type

7/24/11

Area Type	Bldg:	Floor	Area	Net
Office	Lincoln	01	Private Office S100B	-7.9
Office	Hartwell	02	Stendahl General Office	-10.2
Office	Hanscom	01	Principal's Front Office	-10.4
Office	Lincoln	01	Administrative General Office S100	-16.7
Office	Lincoln	01	Administrative Office B100	-22.9
Classroom	Hanscom	01	D1 Classroom	-4.1
Classroom	Lincoln	01	Classroom L104	-5.2
Classroom	Lincoln	01	Classroom S123	-6.5
Classroom	Hanscom	01	Classroom B4	-7.4
Classroom	Lincoln	01	Classroom S118	-8.7
Classroom	Lincoln	01	Classroom B108	-9.1
Classroom	Hanscom	01	Second Grade Math Lab	-12.6
Restroom	Lincoln	01	Boys Room by Library	-5.3
Restroom	Hanscom	01	D Cluster Girl's Room	-5.5
Restroom	Lincoln	01	Faculty/Staff Restroom near S125	-9.8
Restroom	Hanscom	01	Staff Bathroom 3rd Grade Wing	-13.6
Restroom	Lincoln	01	Boys Room near S102	-17.0
Restroom	Pod C	01	Girls Washroom	-18.1
Restroom	Hanscom	01	Men`s Staff Restroom - Kindergarden Wing	-18.8
Lobby/Corridor	Hanscom	01	D Cluster Corridor	-4.5
Lobby/Corridor	Lincoln	01	S Corridor to Exit Door 21	-6.6
Lobby/Corridor	Hanscom	01	First and Second Grade Corridor	-10.9
Lobby/Corridor	Hanscom	01	Hall from B3 around past Exit Doors 7 & 14	-11.6
Miscellaneous	Hanscom	01	Copy/Prep Room off Front Lobby	-12.4
Miscellaneous	Hartwell	02	Lounge/Break area	-12.7
Miscellaneous	Hanscom	01	Conference Room	-14.3
Miscellaneous	Lincoln	01	Copy/Work Area in B100B	-15.7

Rater: Cris Regan

Account: Lincoln Public

Sanitation Systems Incorporated

Sanitation Level Rating Form

Top Standard: 93.5

Working Standard: 84.9

Score 77.0

Net: -7.9

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Office

Area: Private Office S100B

Floor: 01

Bldg: Lincoln **Zone:** Days

Time & Date: Fri, 6/17/11 7:40 AM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet	Possible Score 26 Actual Score 20.5	◇ Dust ◇ Low Gloss .5 ◇ Light Scuffs B □ Heavy Scuffs 2 □ Litter A 1.5 O Spills/Soil A O Cobwebs 1.5 O Soil Film A O Incrustations	Possible Score 6 Actual Score 5.5	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items .5 ◇ Wires A	Possible Score 6 Actual Score 5.5	◇ Stains ◇ Worn .5 ◇ Cracks A ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 31.5
Equipment a. Furniture b. Upholstery c. Shelves d. File Cabinets e. Trash Rect. f. g. h. i.	18 9.5	◇ Litter 4 □ Dust/Lint A C 2 □ Marks/F-prints A 1 □ Scuffs D □ Streaks □ Soil Film 1.5 O Spills B O Cobwebs O Incrustations	6 2	◇ Tools ◇ Clothing 1 ◇ Personal Items C A 1 ◇ Improper stacking D A ◇ Misc. Items 2 ◇ Cluttered Desk	5 4	◇ Stains ◇ Mars & Scratches 1 ◇ Worn A ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 15.5
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 6.5	.5 △ Light dust/soil F ◇ Heavy Dust 1 ◇ Marks/F-prints B ◇ Soil Film □ Scuffs □ Streaks/Leaks O Spills O Cobwebs	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 4	△ Mars/Dents △ Discoloration △ Cracks ◇ Holes/Gouges ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	14 12.5
a. Ceiling b. Pipes c. Beams d. Vents e.	6 5.5	.5 △ Dust D △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 6.5
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 3.5	.5 △ Dust E △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges	1 .5	△ Personal Items .5 △ Misc. Items E	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 6
a. Lights b. Lamps c. d..	3 3	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Office

Area: Stendahl General Office

Floor: 02

Bldg: Hartwell **Zone:** Days

Top Standard: 91

Working Standard: 77.7

Score 67.5

Net: -10.2

Time & Date: Fri, 6/17/11 8:54 AM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet	Possible Score 26 Actual Score 15	1 ◇ Dust C E A B ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs 1 □ Litter C E 3 O Spills/Soil A O Cobwebs 6 O Soil Film A B O Incrustations	Possible Score 6 Actual Score 2.5	◇ Clothing 1 ◇ Boxes A 1 ◇ Tools A ◇ Junk 1 ◇ Misc. Items A ◇ Personal Items .5 ◇ Wires A	Possible Score 6 Actual Score 5	◇ Stains 1 ◇ Worn A ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 22.5
Equipment a. Furniture b. Upholstery c. Shelves d. File Cabinets e. Trash Rect. f. g. h. i.	18 12.5	◇ Litter 2 □ Dust/Lint B A D 1 □ Marks/F-prints A D 1 □ Scuffs D □ Streaks □ Soil Film 1.5 O Spills D O Cobwebs O Incrustations	6 3	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking 1 ◇ Misc. Items D 2 ◇ Cluttered Desk	5 4	◇ Stains 1 ◇ Mars & Scratches A ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 19.5
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 3.5	△ Light dust/soil .5 ◇ Heavy Dust F E .5 ◇ Marks/F-prints A ◇ Soil Film 1 □ Scuffs B 1 □ Streaks/Leaks A F 1.5 O Spills A O Cobwebs	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 2.5	.5 △ Mars/Dents B △ Discoloration △ Cracks .5 ◇ Holes/Gouges A .5 ◇ Exposed Wires A ◇ Nails/Screws □ Needs Paint	14 8
a. Ceiling b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 2.5	.5 △ Dust B E △ Streaks √ △ Soil Film A .5 ◇ Heavy Soil B ◇ Cobwebs .5 ◇ Smudges A	1 1	△ Personal Items △ Misc. Items	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 5.5
a. Lights b. Lamps c. d..	3 3	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Office

Area: Principal's Front Office

Floor: 01

Bldg: Hanscom **Zone:**

Top Standard: 91

Working Standard: 82.4

Score 72.0

Net: -10.4

Time & Date: Tue, 6/7/11 8:59 PM

Element	Possible Score	Actual Score	Cleanliness	Possible Score	Actual Score	Order	Possible Score	Actual Score	Maintenance	Possible Score	Actual Score
a. **Floor** b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet	26	22	◇ Dust ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs 4 □ Litter A O Spills/Soil O Cobwebs O Soil Film O Incrustations	6	4.5	◇ Clothing .5 ◇ Boxes A ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items 1 ◇ Wires A	6	5.5	◇ Stains ◇ Worn .5 ◇ Cracks A ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	38	32
Equipment a. Furniture b. Upholstery c. Shelves d. File Cabinets e. Trash Rect. f. Water Cooler g. h. i.	18	9	.5 ◇ Litter A 4 □ Dust/Lint A B F 2 □ Marks/F-prints A 1 □ Scuffs D □ Streaks □ Soil Film 1.5 O Spills A O Cobwebs O Incrustations	6	3	◇ Tools ◇ Clothing 1 ◇ Personal Items A 1 ◇ Improper stacking D ◇ Misc. Items 1 ◇ Cluttered Desk	5	3.5	1 ◇ Stains 1 ◇ Mars & Scratches A D .5 ◇ Worn B ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29	15.5
a. **Walls** b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8	2.5	△ Light dust/soil 2 ◇ Heavy Dust BFAHE .5 ◇ Marks/F-prints G .5 ◇ Soil Film G 1 □ Scuffs B □ Streaks/Leaks O Spills 1.5 O Cobwebs A	2	2	△ Notices △ Tape △ Clothing △ Misc. Items	4	4	△ Mars/Dents △ Discoloration △ Cracks ◇ Holes/Gouges ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	14	8.5
a. **Ceiling** b. Pipes c. Beams d. Vents e.	6	5.5	.5 △ Dust D △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks			Not Rated	1	1	√ △ Discoloration A △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7	6.5
a. **Windows** b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4	2	1 △ Dust B D .5 △ Streaks A △ Soil Film .5 ◇ Heavy Soil B A ◇ Cobwebs ◇ Smudges	1	1	△ Personal Items △ Misc. Items	2	2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7	5
a. **Lights** b. Lamps c. d..	3	2.5	△ Dust .5 △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out			Not Rated	2	2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5	4.5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Office

Area: Administrative General Office S100

Floor: 01

Bldg: Lincoln **Zone:** Days

Top Standard: 91

Working Standard: 79.7

Score 63.0

Net: -16.7

Time & Date: Fri, 6/17/11 7:42 AM

Element		Cleanliness		Order		Maintenance	
a. **Floor** b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet	Possible Score 26 Actual Score 11.5	◇ Dust ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs 1 □ Litter A 6 O Spills/Soil A 1.5 O Cobwebs C 6 O Soil Film A O Incrustations	Possible Score 6 Actual Score 4	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk 1 ◇ Misc. Items A ◇ Personal Items 1 ◇ Wires A	Possible Score 6 Actual Score 6	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 21.5
Equipment a. Furniture b. Upholstery c. Shelves d. File Cabinets e. Trash Rect. f. Water Cooler g. h. i.	18 9.5	.5 ◇ Litter A 4 □ Dust/Lint A C 2 □ Marks/F-prints A □ Scuffs □ Streaks 2 □ Soil Film B A F O Spills O Cobwebs O Incrustations	6 2	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking 2 ◇ Misc. Items A 2 ◇ Cluttered Desk	5 4	1 ◇ Stains ◇ Mars & Scratches A ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 15.5
a. **Walls** b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 4	△ Light dust/soil ◇ Heavy Dust 1 ◇ Marks/F-prints A ◇ Soil Film 2 □ Scuffs A 1 □ Streaks/Leaks B O Spills O Cobwebs	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 2.5	△ Mars/Dents △ Discoloration △ Cracks .5 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws 1 □ Needs Paint A	14 8.5
a. **Ceiling** b. Pipes c. Beams d. Vents e.	6 6	√ △ Dust D △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. **Windows** b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 2.5	.5 △ Dust B △ Streaks √ △ Soil Film G ◇ Heavy Soil ◇ Cobwebs 1 ◇ Smudges G	1 1	△ Personal Items △ Misc. Items	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 5.5
a. **Lights** b. Lamps c. d..	3 3	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

Top Standard: 91

Working Standard: 82.4

Score 59.5

Net: -22.9

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Office

Area: Administrative Office B100

Floor: 01

Bldg: Lincoln **Zone:** Days

Time & Date: Fri, 6/17/11 7:58 AM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet	Possible Score 26 Actual Score 3.5	1 ◇ Dust E ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs 8 □ Litter A O Spills/Soil 1.5 O Cobwebs B 12 O Soil Film A O Incrustations	Possible Score 6 Actual Score 6	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items ◇ Wires	Possible Score 6 Actual Score 6	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 15.5
Equipment a. Furniture b. Upholstery c. Shelves d. File Cabinets e. Trash Rect. f. Counters g. h. i.	18 12	◇ Litter 4 □ Dust/Lint A F B C 2 □ Marks/F-prints A F □ Scuffs □ Streaks □ Soil Film O Spills O Cobwebs O Incrustations	6 2	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking 2 ◇ Misc. Items A F 2 ◇ Cluttered Desk	5 3	◇ Stains 1 ◇ Mars & Scratches A F 1 ◇ Worn B ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 17
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i. Clock	8 5.5	△ Light dust/soil 1 ◇ Heavy Dust I E .5 ◇ Marks/F-prints B ◇ Soil Film 1 □ Scuffs A □ Streaks/Leaks O Spills O Cobwebs	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 3.5	.5 △ Mars/Dents A △ Discoloration △ Cracks ◇ Holes/Gouges ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	14 11
a. Ceiling b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 1.5	1 △ Dust A E △ Streaks .5 △ Soil Film A ◇ Heavy Soil 1 ◇ Cobwebs B E ◇ Smudges	1 1	△ Personal Items △ Misc. Items	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 4.5
a. Lights b. Lamps c. d..	3 2.5	△ Dust √ △ Insects .5 ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 4.5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

Top Standard: 91

Working Standard: 69.1

Score 65.0

Net: -4.1

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Classroom

Area: D1 Classroom

Floor: 01

Bldg: Hanscom **Zone:**

Time & Date: Tue, 6/7/11 7:28 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet Vinyl Tile	Possible Score 26 Actual Score 21	◇ Dust ◇ Low Gloss .5 ◇ Light Scuffs A 1 □ Heavy Scuffs A 2 □ Litter A 1.5 O Spills/Soil A O Cobwebs O Soil Film O Incrustations	Possible Score 6 Actual Score 2.5	◇ Clothing 1 ◇ Boxes A .5 ◇ Tools A ◇ Junk ◇ Misc. Items 1 ◇ Personal Items A 1 ◇ Wires A	Possible Score 6 Actual Score 6	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 29.5
Equipment a. Desks b. Furniture c. Upholstery d. Shelves e. Trash Rect. f. Lockers g. h. i.	18 8	1 ◇ Litter B 4 □ Dust/Lint B C 2 □ Marks/F-prints B 1 □ Scuffs A □ Streaks 2 □ Soil Film B A D O Spills O Cobwebs O Incrustations	6 2	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking 4 ◇ Misc. Items B ◇ Cluttered Desk	5 1	2 ◇ Stains 2 ◇ Mars & Scratches B 2 ◇ Worn B ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 11
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 6.5	.5 △ Light dust/soil E ◇ Heavy Dust .5 ◇ Marks/F-prints G .5 ◇ Soil Film B A □ Scuffs □ Streaks/Leaks O Spills O Cobwebs	2 1	△ Notices △ Tape △ Clothing 1 △ Misc. Items A	4 1.5	.5 △ Mars/Dents .5 △ Discoloration B √ △ Cracks A ◇ Holes/Gouges .5 ◇ Exposed Wires A ◇ Nails/Screws 1 □ Needs Paint B	14 9
a. Ceiling b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration √ △ Cracks/Holes A △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 3	.5 △ Dust D B △ Streaks △ Soil Film .5 ◇ Heavy Soil A B ◇ Cobwebs ◇ Smudges	1 0	△ Personal Items 1 △ Misc. Items E	2 2	△ Broken △ Cracks/Holes △ Missing √ △ Damaged B △ Needs Painting/ Refinishing	7 5
a. Lights b. Floor Lamp c. d.	3 2	.5 △ Dust A .5 △ Insects A ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 1.5	.5 △ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 3.5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

Top Standard: 89.5

Working Standard: 62.2

Score 57.0

Net: -5.2

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Classroom

Area: Classroom L104

Floor: 01

Bldg: Lincoln **Zone:**

Time & Date: Wed, 6/8/11 6:53 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet Vinyl Tile	Possible Score 26 Actual Score 20.5	.5 ◇ Dust A ◇ Low Gloss 1 ◇ Light Scuffs A □ Heavy Scuffs 1 □ Litter A 3 O Spills/Soil A O Cobwebs O Soil Film O Incrustations	Possible Score 6 Actual Score 1	◇ Clothing 2 ◇ Boxes A ◇ Tools 1 ◇ Junk A 1 ◇ Misc. Items A ◇ Personal Items 1 ◇ Wires A	Possible Score 6 Actual Score 4.5	.5 ◇ Stains A ◇ Worn ◇ Cracks .5 ◇ Gouges A ◇ Torn ◇ Finish Gone .5 ◇ Uneven B ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 26
Equipment a. Desks b. Furniture c. Upholstery d. Shelves e. Trash Rect. f. Lockers g. Counters h. i.	18 5.5	.5 ◇ Litter D 4 □ Dust/Lint B A D G 4 □ Marks/F-prints A G B □ Scuffs □ Streaks 4 □ Soil Film A B D G O Spills O Cobwebs O Incrustations	6 0	1 ◇ Tools B ◇ Clothing ◇ Personal Items 1 ◇ Improper stacking D B 2 ◇ Misc. Items B A 2 ◇ Cluttered Desk	5 2	◇ Stains 2 ◇ Mars & Scratches A B G ◇ Worn ◇ Needs Paint □ Leaks 1 □ Broken D □ Exposed Wires	29 7.5
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 5.5	△ Light dust/soil .5 ◇ Heavy Dust A E .5 ◇ Marks/F-prints A ◇ Soil Film □ Scuffs □ Streaks/Leaks O Spills 1.5 O Cobwebs A B	2 1.5	△ Notices △ Tape △ Clothing .5 △ Misc. Items A	4 0	△ Mars/Dents △ Discoloration △ Cracks 2 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws 2 □ Needs Paint A	14 7
a. Ceiling b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 .5	△ Discoloration △ Cracks/Holes △ Tiles Missing .5 △ Nails/Pencil △ Needs Paint	7 6.5
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 2.5	△ Dust △ Streaks △ Soil Film ◇ Heavy Soil .5 ◇ Cobwebs C 1 ◇ DebrisB E	1 1	△ Personal Items △ Misc. Items	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 5.5
a. Lights b. Floor Lamp c. d.	3 2.5	△ Dust △ Insects ◇ Soil Film/Spills .5 ◇ Cobwebs A ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored √ △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 4.5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

Top Standard: 88.5

Working Standard: 72.5

Score 66.0

Net: -6.5

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Classroom

Area: Classroom S123

Floor: 01

Bldg: Lincoln **Zone:**

Time & Date: Wed, 6/8/11 5:39 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Vinyl Tile Carpet	Possible Score 26 Actual Score 18	◇ Dust 4 ◇ Low Gloss A ◇ Light Scuffs □ Heavy Scuffs 1 □ Litter A 1.5 O Spills/Soil A O Cobwebs 1.5 O Soil Film A O Incrustations	Possible Score 6 Actual Score 5	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk .5 ◇ Misc. Items A ◇ Personal Items .5 ◇ Wires A	Possible Score 6 Actual Score 5	.5 ◇ Stains A .5 ◇ Worn A ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 28
Equipment a. Desks b. Furniture c. Upholstery d. Shelves e. Trash Rect. f. Lockers g. Sink h. i.	18 9	.5 ◇ Litter B 4 □ Dust/Lint A D C B 1 □ Marks/F-prints A B □ Scuffs □ Streaks 2 □ Soil Film A B G 1.5 O Spills B O Cobwebs O Incrustations	6 4	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking 2 ◇ Misc. Items B D ◇ Cluttered Desk	5 2	◇ Stains 2 ◇ Mars & Scratches D A F 1 ◇ Worn B F ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 15
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 4.5	△ Light dust/soil .5 ◇ Heavy Dust H E ◇ Marks/F-prints 1 ◇ Soil Film F H A G 1 □ Scuffs H 1 □ Streaks/Leaks B H O Spills O Cobwebs	2 0	△ Notices 1 △ Tape B A △ Clothing 1 △ Misc. Items A	4 1.5	1 △ Mars/Dents A △ Discoloration △ Cracks .5 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws 1 □ Needs Paint B	14 6
a. Ceiling b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 2.5	1 △ Dust B E △ Streaks √ △ Soil Film A ◇ Heavy Soil .5 ◇ Litter B C E ◇ Smudges	1 .5	△ Personal Items .5 △ Misc. Items E	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 5
a. Lights b. Floor Lamp c. d.	3 3	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

Top Standard: 88.5

Working Standard: 81.9

Score 74.5

Net: -7.4

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Classroom

Area: Classroom B4

Floor: 01

Bldg: Hanscom **Zone:**

Time & Date: Thu, 6/9/11 6:14 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Vinyl Tile	Possible Score 26 Actual Score 20.5	1 ◇ Dust A ◇ Low Gloss 1 ◇ Light Scuffs A □ Heavy Scuffs 2 □ Litter A 1.5 O Spills/Soil A O Cobwebs O Soil Film O Incrustations	Possible Score 6 Actual Score 4.5	◇ Clothing 1 ◇ Boxes A ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items .5 ◇ Wires A	Possible Score 6 Actual Score 5.5	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone .5 ◇ Uneven A ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 30.5
Equipment a. Desks b. Furniture c. Upholstery d. Shelves e. Trash Rect. f. Lockers g. Water Cooler h. Counter i.	18 8	1 ◇ Litter B 2 □ Dust/Lint B A G 2 □ Marks/F-prints A BH □ Scuffs □ Streaks 2 □ Soil Film B A H 3 O Spills A H O Cobwebs O Incrustations	6 6	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking ◇ Misc. Items ◇ Cluttered Desk	5 2	1 ◇ Stains A B 2 ◇ Mars & Scratches A B ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 16
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 4.5	△ Light dust/soil ◇ Heavy Dust .5 ◇ Marks/F-prints G 1 ◇ Soil Film B G A 1 □ Scuffs B 1 □ Streaks/Leaks A O Spills O Cobwebs	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 4	△ Mars/Dents △ Discoloration △ Cracks ◇ Holes/Gouges ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	14 10.5
a. Ceiling b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 3	△ Dust △ Streaks △ Soil Film 1 ◇ Heavy Soil D A ◇ Cobwebs ◇ Smudges	1 1	△ Personal Items △ Misc. Items	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 6
a. Lights b. Floor Lamp c. d.	3 2.5	√ △ Dust A .5 △ Insects A ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 4.5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

Top Standard: 88.5

Working Standard: 77.2

Score 68.5

Net: -8.7

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Classroom

Area: Classroom S118

Floor: 01

Bldg: Lincoln **Zone:**

Time & Date: Wed, 6/8/11 6:29 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Vinyl Tile	Possible Score 26 Actual Score 16.5	◇ Dust 4 ◇ Low Gloss A ◇ Light Scuffs □ Heavy Scuffs 1 □ Litter A 1.5 O Spills/Soil A 1.5 O Cobwebs B 1.5 O Soil Film A C O Incrustations	Possible Score 6 Actual Score 4.5	◇ Clothing .5 ◇ Boxes A ◇ Tools ◇ Junk .5 ◇ Misc. Items A ◇ Personal Items .5 ◇ Wires A	Possible Score 6 Actual Score 5.5	.5 ◇ Stains A ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 26.5
Equipment a. Desks b. Furniture c. Upholstery d. Shelves e. Trash Rect. f. Lockers g. Cabinets h. i.	18 10.5	◇ Litter 2 □ Dust/Lint B D G 2 □ Marks/F-prints B G □ Scuffs □ Streaks 2 □ Soil Film B O Spills 1.5 O Cobwebs B O Incrustations	6 6	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking ◇ Misc. Items ◇ Cluttered Desk	5 3.5	◇ Stains 1 ◇ Mars & Scratches B D G .5 ◇ Worn B ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 20
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 3	△ Light dust/soil 1 ◇ Heavy Dust B H E 1 ◇ Marks/F-prints G A F .5 ◇ Soil Film G H □ Scuffs 1 □ Streaks/Leaks B F A O Spills 1.5 O Cobwebs	2 0	2 △ Notices A △ Tape △ Clothing △ Misc. Items	4 2	△ Mars/Dents .5 △ Discoloration A △ Cracks .5 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws 1 □ Needs Paint B	14 5
a. Ceiling b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration √ △ Cracks/Holes A △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 3	.5 △ Dust B △ Streaks √ △ Soil Film A ◇ Heavy Soil .5 ◇ Cobwebs B ◇ Smudges	1 0	△ Personal Items 1 △ Misc. Items AE	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 5
a. Lights b. Floor Lamp c. d.	3 3	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

Top Standard: 88.5

Working Standard: 64.6

Score 55.5

Net: -9.1

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Classroom

Area: Classroom B108

Floor: 01

Bldg: Lincoln **Zone:**

Time & Date: Wed, 6/8/11 7:25 PM

Element		Cleanliness		Order		Maintenance	
a. **Floor** b. Baseboards c. Corners d. Mats e. Edges f. Type: Vinyl Tile	Possible Score 26 Actual Score 13.5	.5 ◇ Dust A B 4 ◇ Low Gloss A ◇ Light Scuffs □ Heavy Scuffs 2 □ Litter A C O Spills/Soil O Cobwebs 6 O Soil Film A C B O Incrustations	Possible Score 6 Actual Score 2	◇ Clothing .5 ◇ Boxes A ◇ Tools .5 ◇ Junk A 1 ◇ Misc. Items A ◇ Personal Items 2 ◇ Wires A	Possible Score 6 Actual Score 4.5	1 ◇ Stains A ◇ Worn ◇ Cracks .5 ◇ Gouges A ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 20
Equipment a. Desks b. Furniture c. Upholstery d. Shelves e. Trash Rect. f. Lockers g. h. i.	18 11	◇ Litter 4 □ Dust/Lint D A B 2 □ Marks/F-prints A B □ Scuffs □ Streaks 1 □ Soil Film A B E O Spills O Cobwebs O Incrustations	6 0	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking 4 ◇ Misc. ItemsABD 2 ◇ Cluttered Desk	5 3	2 ◇ Stains 2 ◇ Mars & Scratches A B D E ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 14
a. **Walls** b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 4.5	△ Light dust/soil 1 ◇ Heavy Dust E H F B .5 ◇ Marks/F-prints B A 1 ◇ Soil Film B A F H 1 □ Scuffs A □ Streaks/Leaks O Spills O Cobwebs	2 0	1 △ Notices A 1 △ Tape A △ Clothing △ Misc. Items	4 2.5	△ Mars/Dents △ Discoloration △ Cracks .5 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws 1 □ Needs Paint A	14 7
a. **Ceiling** b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. **Windows** b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 1.5	.5 △ Dust B D .5 △ Streaks A √ △ Soil Film G 1 ◇ Heavy Soil B A ◇ Cobwebs .5 ◇ Smudges G	1 0	△ Personal Items 1 △ Misc. Items E	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 3.5
a. **Lights** b. Floor Lamp c. d.	3 2	△ Dust .5 △ Insects A .5 ◇ Soil Film/Spills A ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 4

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

Top Standard: 89.5

Working Standard: 65.6

Score 53.0

Net: -12.6

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Classroom

Area: Second Grade Math Lab

Floor: 01

Bldg: Hanscom **Zone:**

Time & Date: Tue, 6/7/11 8:39 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet Vinyl Tile	Possible Score 26 Actual Score 16.5	◇ Dust .5 ◇ Low Gloss A .5 ◇ Light Scuffs A □ Heavy Scuffs 1 □ Litter A 3 O Spills/Soil A O Cobwebs 3 O Soil Film A 1.5 O Incrustations C	Possible Score 6 Actual Score 2.5	◇ Clothing 1 ◇ Boxes A ◇ Tools ◇ Junk 1 ◇ Misc. Items A .5 ◇ Personal Items A 1 ◇ Wires A	Possible Score 6 Actual Score 1.5	1 ◇ Stains A 2 ◇ Worn A ◇ Cracks .5 ◇ Gouges A ◇ Torn ◇ Finish Gone .5 ◇ Uneven B ◇ Broken Boards/ Tiles .5 ◇ Tiles missing/ Loose B	Possible Score 38 Actual Score 20.5
Equipment a. Desks b. Furniture c. Upholstery d. Shelves e. Trash Rect. f. Lockers g. File Cabinets h. Water Cooler i. Sink	18 7.5	◇ Litter 4 □ Dust/Lint B F A H 2 □ Marks/F-prints B 1 □ Scuffs F □ Streaks 2 □ Soil Film B F H I O Spills 1.5 O Cobwebs D O Incrustations	6 1	◇ Tools ◇ Clothing 1 ◇ Personal Items B ◇ Improper stacking 2 ◇ Misc. Items A B 2 ◇ Cluttered Desk	5 2	◇ Stains 2 ◇ Mars & Scratches B F 1 ◇ Worn B G ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 10.5
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 1.5	△ Light dust/soil 1 ◇ Heavy Dust E B A 1 ◇ Marks/F-prints G A .5 ◇ Soil Film G F □ Scuffs 1 □ Streaks/Leaks A F 1.5 O Spills A 1.5 O Cobwebs A	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 3.5	△ Mars/Dents .5 △ Discoloration F △ Cracks ◇ Holes/Gouges ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	14 7
a. Ceiling b. Pipes c. Beams d. Vents e.	6 5.5	.5 △ Dust D △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 6.5
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 2	.5 △ Dust B D .5 △ Streaks A △ Soil Film 1 ◇ Heavy Soil A ◇ Cobwebs ◇ Smudges	1 0	△ Personal Items 1 △ Misc. Items E	2 1.5	△ Broken △ Cracks/Holes △ Missing .5 △ Damaged D △ Needs Painting/ Refinishing	7 3.5
a. Lights b. Floor Lamp c. d.	3 3	△ Dust √ △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored √ △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 5

Rater: Cris Regan
Account: Lincoln Public

Sanitation Systems Incorporated
Sanitation Level Rating Form

Top Standard: 93.5
Working Standard: 91.4
Score: 86.0
Net: -5.3

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Restroom

Area: Boys Room by Library
Floor: 01
Bldg: Lincoln **Zone:**

Time & Date: Fri, 6/17/11 8:54 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Edges e. Grout f. Drain Type: Ceramic Tile	Possible Score: 20 Actual Score: 13	◇ Dust ◇ Low Gloss ◇ Light Scuffs 1 □ Heavy Scuffs B □ Litter O Spills/Soil O Cobwebs 6 O Soil Film C D A E O Incrustations	Possible Score: 5 Actual Score: 5	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items	Possible Score: 5 Actual Score: 5	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score: 30 Actual Score: 23
Equipment a. Sinks b. Toilets c. Urinals d. Hardware e. Dispensers f. Trash Rect. g. Counters h. Mirrors i. Piping	20 18	◇ Litter □ Dust/Lint □ Marks/F-prints □ Scuffs 2 □ Soil Film A B C O Streaks O Spills O Cobwebs O Incrustations	5 5	◇ Tools ◇ Clothing ◇ Personal Items ◇ Misc. Items	5 5	◇ Stains ◇ Mars & Scratches ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	30 28
a. Walls b. Doors c. Wainscoting d. Vents e. Radiators f. Stalls g. Showers h. Grout i.	14 11.5	.5 ◇ Light dust/soil F A □ Heavy Dust 1 □ Marks/F-prints F □ Soil Film □ Scuffs 1 □ Streaks/Leaks A F O Spills O Cobwebs	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 3	△ Mars/Dents △ Discoloration △ Cracks .5 ◇ Rust A .5 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws ◇ Needs Paint	20 16.5
a. Ceiling b. Pipes c. Beams d. Vents e.	5 5	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	2 1.5	△ Discoloration .5 △ Rust D △ Tiles Missing △ Nails/Wires △ Needs Paint	7 6.5
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass		△ Dust △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges		△ Personal Items △ Misc. Items		△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	
a. Lights b. Shower c. d..	4 4	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	6 6

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

Top Standard: 93.5

Working Standard: 81.3

Score: 75.8

Net: -5.5

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Restroom

Area: D Cluster Girl's Room

Floor: 01

Bldg: Hanscom Zone:

Time & Date: Tue, 6/ 7/11 8:04 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Showers e. Grout f. Drain Type: Quarry	Possible Score: 20 Actual Score: 15.5	◇ Dust ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs □ Litter O Spills/Soil O Cobwebs 3 O Soil Film E 1.5 O Incrustations C	Possible Score: 5 Actual Score: 5	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items	Possible Score: 5 Actual Score: 3	◇ Stains 1 ◇ Worn A ◇ Cracks 1 ◇ Gouges A ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score: 30 Actual Score: 23.5
Equipment a. Sinks b. Toilets c. Urinals d. Hardware e. Dispensers f. Trash Rect. g. Counters h. Mirrors i. Piping	20 15	.5 ◇ Litter E C 1 □ Dust/Lint I H □ Marks/F-prints □ Scuffs 2 □ Soil Film A I H D 1.5 O Streaks B O Spills O Cobwebs O Incrustations	5 5	◇ Tools ◇ Clothing ◇ Personal Items ◇ Misc. Items	5 1	◇ Stains ◇ Mars & Scratches 2 ◇ Worn B D ◇ Needs Paint □ Leaks 2 □ Broken F □ Exposed Wires	30 21
a. Walls b. Doors c. Wainscoting d. Vents e. Radiators f. Stalls g. Showers h. Grout i.	14 10	◇ Light dust/soil 1 □ Heavy Dust F D 1 □ Marks/F-prints F 2 □ Soil Film H A F □ Scuffs □ Streaks/Leaks O Spills O Cobwebs	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 1.5	.5 △ Mars/Dents F .5 △ Discoloration F D △ Cracks ◇ Rust .5 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws 1 ◇ Needs Paint F D	20 13.5
a. Ceiling b. Pipes c. Beams d. Vents e.	5 5	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	2 2	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass		△ Dust △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges		△ Personal Items △ Misc. Items		△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	
a. Lights b. Shower c. d..	4 3.5	△ Dust .5 △ Insects A ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	6 5.5

Rater: Paul Regan
Account: LPS

Sanitation Systems Incorporated
Sanitation Level Rating Form

Top Standard: 93.5
Working Standard: 89.9
Score: 80.1
Net: -9.8

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Restroom

Area: Faculty/Staff Restroom near S125
Floor: 01
Bldg: Lincoln **Zone:**

Time & Date: Wed, 6/ 8/11 5:57 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Showers e. Grout f. Drain Type: Ceramic Tile	Possible Score: 20 Actual Score: 14	◇ Dust ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs □ Litter 1.5 O Spills/Soil B 1.5 O Cobwebs C 3 O Soil Film E B A O Incrustations	Possible Score: 5 Actual Score: 5	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items	Possible Score: 5 Actual Score: 5	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score: 30 Actual Score: 24
Equipment a. Sinks b. Toilets c. Urinals d. Hardware e. Dispensers f. Trash Rect. g. Shelves h. Mirrors i. Piping	20 15	◇ Litter 1 □ Dust/Lint E I G □ Marks/F-prints □ Scuffs 1 □ Soil Film A I E 1.5 O Streaks B E O Spills O Cobwebs 1.5 O Incrustations A	5 5	◇ Tools ◇ Clothing ◇ Personal Items ◇ Misc. Items	5 4	◇ Stains .5 ◇ Mars & Scratches G .5 ◇ Worn D ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	30 24
a. Walls b. Doors c. Wainscoting d. Vents e. Radiators f. Stalls g. Showers h. Grout i.	14 9.5	◇ Light dust/soil 1 □ Heavy Dust A □ Marks/F-prints 1 □ Soil Film B A 1 □ Scuffs A □ Streaks/Leaks O Spills 1.5 O Cobwebs A	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 2.5	△ Mars/Dents △ Discoloration △ Cracks ◇ Rust .5 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws 1 ◇ Needs Paint A	20 14
a. Ceiling b. Pipes c. Beams d. Vents e.	5 4.5	△ Dust △ Spots ◇ Soil Film .5 ◇ Cobwebs A ◇ Streaks/Leaks		Not Rated	2 2	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 6.5
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass		△ Dust △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges		△ Personal Items △ Misc. Items		△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	
a. Lights b. Shower c. d..	4 4	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	6 6

Rater: Paul Regan
Account: LPS

Sanitation Systems Incorporated
Sanitation Level Rating Form

Top Standard: 93.5
Working Standard: 89.9
Score: 76.3
Net: -13.6

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Restroom

Area: Staff Bathroom 3rd Grade Wing
Floor: 01
Bldg: Hanscom **Zone:**

Time & Date: Thu, 6/ 9/11 7:58 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Showers e. Grout f. Drain Type: Ceramic Tile	Possible Score: 20 Actual Score: 12	.5 ◇ Dust B ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs □ Litter O Spills/Soil O Cobwebs 6 O Soil Film E A 1.5 O Incrustations C	Possible Score: 5 Actual Score: 5	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items	Possible Score: 5 Actual Score: 5	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score: 30 Actual Score: 22
Equipment a. Sinks b. Toilets c. Urinals d. Hardware e. Dispensers f. Trash Rect. g. Counters h. Mirrors i. Piping	20 15.5	◇ Litter 1 □ Dust/Lint H I □ Marks/F-prints □ Scuffs 2 □ Soil Film A B E D O Streaks O Spills O Cobwebs 1.5 O Incrustations A	5 5	◇ Tools ◇ Clothing ◇ Personal Items ◇ Misc. Items	5 3.5	.5 ◇ Stains ◇ Mars & Scratches D 1 ◇ Worn A ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	30 24
a. Walls b. Doors c. Wainscoting d. Vents e. Radiators f. Stalls g. Showers h. Grout i.	14 8	◇ Light dust/soil 1 □ Heavy Dust A □ Marks/F-prints 1 □ Soil Film B A 1 □ Scuffs A □ Streaks/Leaks O Spills 3 O Cobwebs A	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 3	△ Mars/Dents △ Discoloration .5 △ Cracks B ◇ Rust .5 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws ◇ Needs Paint	20 13
a. Ceiling b. Pipes c. Beams d. Vents e.	5 4.5	△ Dust △ Spots ◇ Soil Film .5 ◇ Cobwebs D ◇ Streaks/Leaks		Not Rated	2 2	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 6.5
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass		△ Dust △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges		△ Personal Items △ Misc. Items		△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	
a. Lights b. Shower c. d..	4 3.5	△ Dust △ Insects ◇ Soil Film/Spills .5 ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	6 5.5

Rater: Paul Regan
Account: LPS

Sanitation Systems Incorporated
Sanitation Level Rating Form

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Restroom

Area: Boys Room near S102
Floor: 01
Bldg: Lincoln **Zone:**

Top Standard: 93.5
Working Standard: 85.5
Score: 68.5
Net: -17.0

Time & Date: Wed, 6/ 8/11 6:07 PM

Element	Possible Score	Actual Score	Cleanliness	Possible Score	Actual Score	Order	Possible Score	Actual Score	Maintenance	Possible Score	Actual Score
a. Floor b. Baseboards c. Corners d. Showers e. Grout f. Drain Type: Ceramic Tile	20	14	◇ Dust ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs □ Litter O Spills/Soil O Cobwebs 6 O Soil Film A E B F O Incrustations	5	5	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items	5	5	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	30	24
Equipment a. Sinks b. Toilets c. Urinals d. Hardware e. Dispensers f. Trash Rect. g. Counters h. Mirrors i. Piping	20	12	◇ Litter 1 □ Dust/Lint I E □ Marks/F-prints □ Scuffs 4 □ Soil Film A D E I B 1.5 O Streaks C B O Spills O Cobwebs 1.5 O Incrustations A	5	5	◇ Tools ◇ Clothing ◇ Personal Items ◇ Misc. Items	5	3.5	.5 ◇ Stains B .5 ◇ Mars & Scratches E .5 ◇ Worn D ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	30	20.5
a. Walls b. Doors c. Wainscoting d. Vents e. Radiators f. Stalls g. Showers h. Grout i.	14	4	◇ Light dust/soil 2 □ Heavy Dust F C E D 1 □ Marks/F-prints F 2 □ Soil Film A H 1 □ Scuffs F 1 □ Streaks/Leaks F O Spills 3 O Cobwebs F A D	2	1.5	.5 △ Notices B F △ Tape △ Clothing △ Misc. Items	4	0	△ Mars/Dents 1 △ Discoloration F △ Cracks 1 ◇ Rust F A 1 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws 1 ◇ Needs Paint	20	5.5
a. Ceiling b. Pipes c. Beams d. Vents e.	5	5	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks			Not Rated	2	2	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7	7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4	2.5	1 △ Dust E B △ Streaks △ Soil Film ◇ Heavy Soil .5 ◇ Cobwebs B ◇ Smudges	1	1	△ Personal Items △ Misc. Items	2	2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7	5.5
a. Lights b. Shower c. d..	4	4	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out			Not Rated	2	2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	6	6

Rater: Cris Regan
Account: Lincoln Public

Sanitation Systems Incorporated
Sanitation Level Rating Form

Top Standard: 93.5
Working Standard: 88.5
Score: 70.4
Net: -18.1

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Restroom

Area: Girls Washroom
Floor: 01
Bldg: Pod C **Zone:**

Time & Date: Fri, 6/17/11 9:30 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Showers e. Grout f. Edges Type: Ceramic Tile	Possible Score 20 Actual Score 9.5	1 ◇ Dust A E C ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs 2 □ Litter A O Spills/Soil 1.5 O Cobwebs B 6 O Soil Film B A C E O Incrustations	Possible Score 5 Actual Score 5	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items	Possible Score 5 Actual Score 5	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 30 Actual Score 19.5
Equipment a. Sinks b. Toilets c. Urinals d. Hardware e. Dispensers f. Trash Rect. g. Counters h. Mirrors i. Piping	20 14	◇ Litter 2 □ Dust/Lint I □ Marks/F-prints □ Scuffs 4 □ Soil Film B B E O Streaks O Spills O Cobwebs O Incrustations	5 5	◇ Tools ◇ Clothing ◇ Personal Items ◇ Misc. Items	5 5	◇ Stains ◇ Mars & Scratches ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	30 24
a. Walls b. Doors c. Wainscoting d. Vents e. Radiators f. Stalls g. Showers h. Grout i.	14 7	1 ◇ Light dust/soil F □ Heavy Dust 1 □ Marks/F-prints F □ Soil Film □ Scuffs 2 □ Streaks/Leaks F A O Spills 3 O Cobwebs A F	2 1.5	△ Notices .5 △ Tape B △ Clothing △ Misc. Items	4 2	△ Mars/Dents △ Discoloration .5 △ Cracks B ◇ Rust 1 ◇ Holes/Gouges A ◇ Exposed Wires .5 ◇ Nails/Screws A ◇ Needs Paint	20 10.5
a. Ceiling b. Pipes c. Beams d. Vents e.	5 5	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	2 1	.5 △ Discoloration A .5 △ Rust A △ Tiles Missing △ Nails/Wires △ Needs Paint	7 6
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass		△ Dust △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges		△ Personal Items △ Misc. Items		△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	
a. Lights b. Shower c. d..	4 3.5	△ Dust △ Insects ◇ Soil Film/Spills .5 ◇ Cobwebs A ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	6 5.5

Rater: Paul Regan
Account: LPS

Sanitation Systems Incorporated
Sanitation Level Rating Form

Top Standard: 93.5
Working Standard: 89.2
Score: 70.4
Net: -18.8

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Restroom

Area: Men's Staff Restroom - Kindergarden Wing
Floor: 01
Bldg: Hanscom **Zone:**

Time & Date: Tue, 6/ 7/11 9:13 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Showers e. Grout f. Drain Type: Ceramic Tile	Possible Score 20 Actual Score 8	◇ Dust ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs □ Litter O Spills/Soil O Cobwebs 12 O Soil Film A B C E O Incrustations	Possible Score 5 Actual Score 4	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk 1 ◇ Misc. Items A ◇ Personal Items	Possible Score 5 Actual Score 4	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone 1 ◇ Uneven A ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 30 Actual Score 16
Equipment a. Sinks b. Toilets c. Urinals d. Hardware e. Dispensers f. Trash Rect. g. Counters h. Mirrors i. Piping	20 11	◇ Litter 1 □ Dust/Lint E 1 □ Marks/F-prints F E □ Scuffs 4 □ Soil Film EHADICB 1.5 O Streaks B F O Spills 1.5 O Cobwebs I O Incrustations	5 5	◇ Tools ◇ Clothing ◇ Personal Items ◇ Misc. Items	5 4.5	◇ Stains ◇ Mars & Scratches .5 ◇ Worn D ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	30 20.5
a. Walls b. Doors c. Wainscoting d. Vents e. Radiators f. Stalls g. Showers h. Grout i.	14 10.5	.5 ◇ Light dust/soil F E 1 □ Heavy Dust 1 □ Marks/F-prints F 1 □ Soil Film F □ Scuffs □ Streaks/Leaks O Spills O Cobwebs	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 3.5	△ Mars/Dents √ △ Discoloration A △ Cracks .5 ◇ Rust F ◇ Holes/Gouges ◇ Exposed Wires ◇ Nails/Screws ◇ Needs Paint	20 16
a. Ceiling b. Pipes c. Beams d. Vents e.	5 5	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	2 2	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass		△ Dust △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges		△ Personal Items △ Misc. Items		△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	
a. Lights b. Shower c. d..	4 4	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	6 6

Rater: Paul Regan

Account: LPS

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Sanitation Systems Incorporated

Sanitation Level Rating Form

Lobby/Corridor

Area: D Cluster Corridor

Floor: 01

Bldg: Hanscom **Zone:**

Top Standard: 91

Working Standard: 81.0

Score: 76.5

Net: -4.5

Time & Date: Tue. 6/7/11 7:49 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Vinyl Tile	Possible Score 28 Actual Score 20.5	.5 ◇ Dust A ◇ Low Gloss 2 ◇ Light Scuffs A 1 □ Heavy Scuffs A B 1 □ Litter A O Spills/Soil O Cobwebs 1.5 O Soil Film B E 1.5 O Incrustations C	Possible Score 4 Actual Score 4	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items ◇ Wires	Possible Score 8 Actual Score 7	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone 1 ◇ Uneven A ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 40 Actual Score 31.5
Equipment a. Furniture b. Piping c. Fire Equipment d. Railings e. Radiators f. Trash Rect. g. Water Cooler h. Signs i.	5 4	◇ Litter .5 ◇ Dust/Lint C .5 ◇ Marks/F-prints C ◇ Scuffs ◇ Streaks ◇ Soil Film ◇ Spills ◇ Cobwebs ◇ Incrustations	2 2	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking ◇ Misc. Items ◇ Cluttered Desk	4 3.5	◇ Stains .5 ◇ Mars & Scratches C ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	11 9.5
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	14 8	△ Light dust/soil 1 ◇ Heavy Dust E A 1 ◇ Marks/F-prints G A 2 ◇ Soil Film A B 1 □ Scuffs A 1 □ Streaks/Leaks A O Spills O Cobwebs	2 0	1 △ Notices B 1 △ Tape A B △ Clothing △ Misc. Items	7 3.5	.5 △ Mars/Dents A B 2 △ Discoloration B A △ Cracks 1 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	23 11.5
a. Ceiling b. Pipes c. Beams d. Vents e. Mirrors f.	8 7.5	.5 △ Dust D △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	3 2.5	△ Discoloration √ △ Cracks/Holes A △ Tiles Missing .5 △ Nails/Wires A △ Needs Paint	11 10
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 3	△ Dust .5 △ Streaks G △ Soil Film ◇ Heavy Soil ◇ Cobwebs .5 ◇ Smudges G	1 1	△ Personal Items △ Misc. Items	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 6
a. Lights b. Floor Lamp c. Swing Arm d.	6 6	√ △ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	8 8

Rater: Paul Regan

Account: LPS

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Sanitation Systems Incorporated

Sanitation Level Rating Form

Lobby/Corridor

Area: S Corridor to Exit Door 21

Floor: 01

Bldg: Lincoln **Zone:**

Top Standard: 91

Working Standard: 84.6

Score: 78.0

Net: -6.6

Time & Date: Wed. 6/8/11 7:48 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Vinyl Tile	Possible Score 28 Actual Score 18.5	◇ Dust 2 ◇ Low Gloss A 2 ◇ Light Scuffs A □ Heavy Scuffs 1 □ Litter C O Spills/Soil 1.5 O Cobwebs B 1.5 O Soil Film B C E 1.5 O Incrustations C	Possible Score 4 Actual Score 4	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items ◇ Wires	Possible Score 8 Actual Score 8	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 40 Actual Score 30.5
Equipment a. Furniture b. Piping c. Fire Equipment d. Dispensers e. Radiators f. Trash Rect. g. Water Cooler h. Signs i. Lockers	5 1.5	◇ Litter 2 ◇ Dust/Lint I D H G C .5 ◇ Marks/F-prints I .5 ◇ Scuffs I ◇ Streaks .5 ◇ Soil Film I ◇ Spills ◇ Cobwebs ◇ Incrustations	2 2	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking ◇ Misc. Items ◇ Cluttered Desk	4 1	◇ Stains 2 ◇ Mars & Scratches I ◇ Worn ◇ Needs Paint □ Leaks 1 □ Broken I □ Exposed Wires	11 4.5
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	14 11	△ Light dust/soil .5 ◇ Heavy Dust B A .5 ◇ Marks/F-prints B 1 ◇ Soil Film B A 1 □ Scuffs B F □ Streaks/Leaks O Spills O Cobwebs	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	7 6	1 △ Mars/Dents A B △ Discoloration △ Cracks ◇ Holes/Gouges ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	23 19
a. Ceiling b. Pipes c. Beams d. Vents e. Mirrors f.	8 8	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	3 2.5	.5 △ Discoloration A √ △ Cracks/Holes A △ Tiles Missing △ Nails/Wires △ Needs Paint	11 10.5
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass		△ Dust △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges		△ Personal Items △ Misc. Items		△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	
a. Lights b. Floor Lamp c. Swing Arm d.	6 6	√ △ Dust √ △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	8 8

Rater: Paul Regan

Account: LPS

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Sanitation Systems Incorporated

Sanitation Level Rating Form

Lobby/Corridor

Area: First and Second Grade Corridor

Floor: 01

Bldg: Hanscom **Zone:**

Top Standard: 91

Working Standard: 84.6

Score: 73.7

Net: -10.9

Time & Date: Tue. 6/7/11 8:22 PM

Element	Possible Score	Actual Score	Cleanliness	Possible Score	Actual Score	Order	Possible Score	Actual Score	Maintenance	Possible Score	Actual Score
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Vinyl Tile	28	15.5	◇ Dust 1 ◇ Low Gloss A 2 ◇ Light Scuffs A 4 □ Heavy Scuffs B A 1 □ Litter C O Spills/Soil O Cobwebs 3 O Soil Film B A 1.5 O Incrustations C E	4	4	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items ◇ Wires	8	5.5	◇ Stains ◇ Worn .5 ◇ Cracks A ◇ Gouges ◇ Torn ◇ Finish Gone 2 ◇ Uneven A B ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	40	25
Equipment a. Furniture b. Piping c. Fire Equipment d. Railings e. Radiators f. Trash Rect. g. Water Cooler h. Signs i.	5	3.5	◇ Litter 1 ◇ Dust/Lint C G .5 ◇ Marks/F-prints C ◇ Scuffs ◇ Streaks ◇ Soil Film ◇ Spills ◇ Cobwebs ◇ Incrustations	2	2	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking ◇ Misc. Items ◇ Cluttered Desk	4	4	◇ Stains ◇ Mars & Scratches ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	11	9.5
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	14	8.5	△ Light dust/soil .5 ◇ Heavy Dust B A 1 ◇ Marks/F-prints B G 1 ◇ Soil Film B G F A 1 □ Scuffs A 2 □ Streaks/Leaks G F O Spills O Cobwebs	2	0	△ Notices △ Tape △ Clothing 2 △ Misc. Items B A	7	7	√ △ Mars/Dents B △ Discoloration △ Cracks ◇ Holes/Gouges ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	23	15.5
a. Ceiling b. Pipes c. Beams d. Vents e. Mirrors f.	8	8	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks			Not Rated	3	3	△ Discoloration √ △ Cracks/Holes A △ Tiles Missing △ Nails/Wires △ Needs Paint	11	11
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass			△ Dust △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges			△ Personal Items △ Misc. Items			△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing		
a. Lights b. Floor Lamp c. Swing Arm d.	6	5.5	△ Dust .5 △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out			Not Rated	2	2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	8	7.5

Rater: Paul Regan

Account: LPS

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Sanitation Systems Incorporated

Sanitation Level Rating Form

Lobby/Corridor

Area: Hall from B3 around past Exit Doors 7 & 14

Floor: 01

Bldg: Hanscom **Zone:**

Top Standard: 91

Working Standard: 71.1

Score: 59.5

Net: -11.6

Time & Date: Thu. 6/9/11 6:33 PM

Element		Cleanliness		Order		Maintenance	
a. **Floor** b. Baseboards c. Corners d. Mats e. Edges f. Type: Vinyl Tile	Possible Score 28 Actual Score 19	1 ◇ Dust A 1 ◇ Low Gloss A 1 ◇ Light Scuffs A 1 □ Heavy Scuffs B 2 □ Litter D A O Spills/Soil O Cobwebs 1.5 O Soil Film B A 1.5 O Incrustations A C	Possible Score 4 Actual Score 4	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items ◇ Wires	Possible Score 8 Actual Score 5.5	◇ Stains 1 ◇ Worn B .5 ◇ Cracks A ◇ Gouges ◇ Torn ◇ Finish Gone 1 ◇ Uneven A ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 40 Actual Score 28.5
Equipment a. Furniture b. Piping c. Fire Equipment d. Railings e. Radiators f. Trash Rect. g. Water Cooler h. Signs i. Lockers	5 1	◇ Litter 1 ◇ Dust/Lint E I 1 ◇ Marks/F-prints I ◇ Scuffs ◇ Streaks 1 ◇ Soil Film I 1 ◇ Spills E ◇ Cobwebs ◇ Incrustations	2 2	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking ◇ Misc. Items ◇ Cluttered Desk	4 1	1 ◇ Stains E 1 ◇ Mars & Scratches I ◇ Worn 1 ◇ Needs Paint I □ Leaks □ Broken □ Exposed Wires	11 4
a. **Walls** b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	14 6.5	√ △ Light dust/soil B ◇ Heavy Dust 2 ◇ Marks/F-prints A G 1 ◇ Soil Film A B 1 □ Scuffs A B 2 □ Streaks/Leaks A O Spills 1.5 O Cobwebs A	2 1	.5 △ Notices A B .5 △ Tape A △ Clothing △ Misc. Items	7 .5	.5 △ Mars/Dents B 1 △ Discoloration A △ Cracks 2 ◇ Holes/Gouges A 1 ◇ Exposed Wires A ◇ Nails/Screws 2 □ Needs Paint B	23 8
a. **Ceiling** b. Pipes c. Beams d. Vents e. Mirrors f.	8 6.5	√ △ Dust D △ Spots ◇ Soil Film .5 ◇ Cobwebs A 1 ◇ Streaks/Leaks B		Not Rated	3 1	2 △ Discoloration A △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	11 7.5
a. **Windows** b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 1	1 △ Dust B △ Streaks △ Soil Film 2 ◇ Heavy Soil A B ◇ Cobwebs ◇ Smudges	1 1	△ Personal Items △ Misc. Items	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 4
a. **Lights** b. Floor Lamp c. Swing Arm d.	6 5.5	△ Dust .5 △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	8 7.5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Miscellaneous

Area: Copy/Prep Room off Front Lobby

Floor: 01

Bldg: Hanscom **Zone:**

Top Standard: 91

Working Standard: 74.4

Score 62.0

Net: -12.4

Time & Date: Thu, 6/9/11 7:02 PM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet	Possible Score 26 Actual Score 19.5	◇ Dust ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs 2 □ Litter A 1.5 O Spills/Soil A O Cobwebs 3 O Soil Film A O Incrustations	Possible Score 6 Actual Score 4	◇ Clothing 1 ◇ Boxes A ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items 1 ◇ Wires A	Possible Score 6 Actual Score 4.5	.5 ◇ Stains A 1 ◇ Worn A ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 28
Equipment a. Furniture b. Upholstery c. Shelves d. Cabinets e. Trash Rect. f. Table g. h. i.	18 7.5	1 ◇ Litter A B 4 □ Dust/Lint A B C D 2 □ Marks/F-prints A □ Scuffs □ Streaks 2 □ Soil Film A B 1.5 O Spills A B O Cobwebs O Incrustations	6 3	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking 2 ◇ Misc. Items A 1 ◇ Cluttered Desk	5 2	1 ◇ Stains B 1 ◇ Mars & Scratches A D 1 ◇ Worn B ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 12.5
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i. Water Cooler	8 1	△ Light dust/soil 1 ◇ Heavy Dust I H A 1 ◇ Marks/F-prints G 1 ◇ Soil Film B I A □ Scuffs 1 □ Streaks/Leaks G O Spills 3 O Cobwebs A E	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 2	△ Mars/Dents △ Discoloration △ Cracks 1 ◇ Holes/Gouges A 1 ◇ Exposed Wires A ◇ Nails/Screws □ Needs Paint	14 5
a. Ceiling b. Pipes c. Beams d. Vents e.	6 5.5	.5 △ Dust B △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 6.5
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 3	.5 △ Dust B △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs .5 ◇ Smudges G	1 1	△ Personal Items △ Misc. Items	2 1.5	△ Broken △ Cracks/Holes △ Missing △ Damaged .5 △ Needs Painting/ Refinishing B	7 5.5
a. Lights b. Floor Lamp c. Swing Arm d..	3 3	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 1.5	.5 △ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 4.5

Rater: Cris Regan

Account: Lincoln Public

Sanitation Systems Incorporated

Sanitation Level Rating Form

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Miscellaneous

Area: Lounge/Break area

Floor: 02

Bldg: Hartwell **Zone:** Days

Top Standard: 91

Working Standard: 85.7

Score 73.0

Net: -12.7

Time & Date: Fri, 6/17/11 8:51 AM

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Vinyl Tile	Possible Score 26 Actual Score 16.5	1 ◇ Dust A 1 ◇ Low Gloss A 1 ◇ Light Scuffs A □ Heavy Scuffs 2 □ Litter A 1.5 O Spills/Soil A O Cobwebs 3 O Soil Film A O Incrustations	Possible Score 6 Actual Score 6	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items ◇ Wires	Possible Score 6 Actual Score 5	◇ Stains ◇ Worn ◇ Cracks 1 ◇ ScratchesA ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 27.5
Equipment a. Furniture b. Upholstery c. Shelves d. Cabinets e. Trash Rect. f. Table g. Counters h. Appliances i.	18 7	1 ◇ Litter 2 □ Dust/Lint H A 2 □ Marks/F-prints H 1 □ Scuffs D 1 □ Streaks H E D 1 □ Soil Film A 3 O Spills A F H O Cobwebs O Incrustations	6 4	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking 2 ◇ Misc. Items G H ◇ Cluttered Desk	5 5	◇ Stains ◇ Mars & Scratches ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 16
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 6	△ Light dust/soil ◇ Heavy Dust ◇ Marks/F-prints ◇ Soil Film □ Scuffs 2 □ Streaks/Leaks A B O Spills O Cobwebs	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 3.5	.5 △ Mars/Dents B △ Discoloration △ Cracks ◇ Holes/Gouges ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	14 11.5
a. Ceiling b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 3.5	.5 △ Dust B △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges	1 1	△ Personal Items △ Misc. Items	2 1.5	.5 △ ScuffsB △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 6
a. Lights b. Floor Lamp c. Swing Arm d..	3 3	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 5

Rater: Paul Regan

Account: LPS

Sanitation Systems Incorporated

Sanitation Level Rating Form

Miscellaneous

Area: Conference Room

Floor: 01

Bldg: Hanscom **Zone:**

Top Standard: 91

Working Standard: 88.3

Score 74.0

Net: -14.3

Time & Date: Thu, 6/9/11 7:22 PM

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Element		Cleanliness		Order		Maintenance	
a. Floor b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet	Possible Score 26 Actual Score 13	◇ Dust ◇ Low Gloss ◇ Light Scuffs □ Heavy Scuffs 4 □ Litter A 6 O Spills/Soil A O Cobwebs 3 O Soil Film A O Incrustations	Possible Score 6 Actual Score 6	◇ Clothing ◇ Boxes ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items ◇ Wires	Possible Score 6 Actual Score 6	◇ Stains ◇ Worn ◇ Cracks ◇ Gouges ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 25
Equipment a. Furniture b. Upholstery c. Shelves d. Cabinets e. Trash Rect. f. Table g. Counter h. Portable Board i.	18 11	.5 ◇ Litter G 2 □ Dust/Lint A G H 2 □ Marks/F-prints A F D □ Scuffs □ Streaks 1 □ Soil Film A 1.5 O Spills G O Cobwebs O Incrustations	6 6	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking ◇ Misc. Items ◇ Cluttered Desk	5 5	◇ Stains ◇ Mars & Scratches ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 22
a. Walls b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i.	8 5.5	√ △ Light dust/soil H E ◇ Heavy Dust .5 ◇ Marks/F-prints F .5 ◇ Soil Film G □ Scuffs □ Streaks/Leaks O Spills 1.5 O Cobwebs F	2 2	△ Notices △ Tape △ Clothing △ Misc. Items	4 3	.5 △ Mars/Dents B △ Discoloration △ Cracks .5 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	14 10.5
a. Ceiling b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. Windows b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 3	.5 △ Dust D △ Streaks .5 △ Soil Film A ◇ Heavy Soil ◇ Cobwebs ◇ Smudges	1 1	△ Personal Items △ Misc. Items	2 1	.5 △ Broken D △ Cracks/Holes △ Missing .5 △ Damaged E △ Needs Painting/ Refinishing	7 5
a. Lights b. Floor Lamp c. Swing Arm d..	3 2.5	△ Dust △ Insects .5 ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored √ △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 4.5

Rater: Cris Regan

Account: Lincoln Public

Sanitation Systems Incorporated

Sanitation Level Rating Form

Miscellaneous

Area: Copy/Work Area in B100B

Floor: 01

Bldg: Lincoln **Zone:** Days

Top Standard: 91

Working Standard: 81.7

Score 66.0

Net: -15.7

Time & Date: Fri, 6/17/11 7:56 AM

	Slight	Moderate	Widespread	Overall
△	-	0.5	1	2
◇	0.5	1	2	4
□	1	2	4	8
O	1.5	3	6	12

Element		Cleanliness		Order		Maintenance	
a. **Floor** b. Baseboards c. Corners d. Mats e. Edges f. Type: Carpet Vinyl Tile	Possible Score 26 Actual Score 13	◇ Dust .5 ◇ Low Gloss A 1 ◇ Light Scuffs A □ Heavy Scuffs 4 □ Litter A 1.5 O Spills/Soil A O Cobwebs 6 O Soil Film A O Incrustations	Possible Score 6 Actual Score 5	◇ Clothing 1 ◇ Boxes A ◇ Tools ◇ Junk ◇ Misc. Items ◇ Personal Items ◇ Wires	Possible Score 6 Actual Score 4	◇ Stains ◇ Worn ◇ Cracks 2 ◇ ScratchesA ◇ Torn ◇ Finish Gone ◇ Uneven ◇ Broken Boards/ Tiles ◇ Tiles missing/ Loose	Possible Score 38 Actual Score 22
Equipment a. Furniture b. Upholstery c. Shelves d. File Cabinets e. Trash Rect. f. Table g. Appliances h. i.	18 10.5	◇ Litter 4 □ Dust/Lint A G D 1 □ Marks/F-prints D 1 □ Scuffs E □ Streaks □ Soil Film 1.5 O Spills F O Cobwebs O Incrustations	6 4	◇ Tools ◇ Clothing ◇ Personal Items ◇ Improper stacking 2 ◇ Misc. Items A C ◇ Cluttered Desk	5 5	◇ Stains ◇ Mars & Scratches ◇ Worn ◇ Needs Paint □ Leaks □ Broken □ Exposed Wires	29 19.5
a. **Walls** b. Doors c. Partitions d. Vents e. Pict/Boards f. Radiators g. Glass h. Conduit i. Counter	8 3.5	△ Light dust/soil .5 ◇ Heavy Dust E F .5 ◇ Marks/F-prints B A ◇ Soil Film 2 □ Scuffs A F □ Streaks/Leaks 1.5 O Spills I O Cobwebs	2 1.5	△ Notices △ Tape △ Clothing .5 △ Misc. Items I	4 2.5	.5 △ Mars/Dents B △ Discoloration △ Cracks 1 ◇ Holes/Gouges A ◇ Exposed Wires ◇ Nails/Screws □ Needs Paint	14 7.5
a. **Ceiling** b. Pipes c. Beams d. Vents e.	6 6	△ Dust △ Spots ◇ Soil Film ◇ Cobwebs ◇ Streaks/Leaks		Not Rated	1 1	△ Discoloration △ Cracks/Holes △ Tiles Missing △ Nails/Wires △ Needs Paint	7 7
a. **Windows** b. Frames c. Screens d. Blinds/Shades e. Sills f. Drapes g. Glass	4 2	2 △ Dust B △ Streaks △ Soil Film ◇ Heavy Soil ◇ Cobwebs ◇ Smudges	1 1	△ Personal Items △ Misc. Items	2 2	△ Broken △ Cracks/Holes △ Missing △ Damaged △ Needs Painting/ Refinishing	7 5
a. **Lights** b. Floor Lamp c. Swing Arm d..	3 3	△ Dust △ Insects ◇ Soil Film/Spills ◇ Cobwebs ◇ Lights Out		Not Rated	2 2	△ Shades broken/ gone/discolored △ Bulb/Tubes out △ Poor Lighting △ Exposed Wires	5 5

SANITATION SYSTEMS INCORPORATED

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established 1957