

**Custodial Services
Organizational Review
Facilities Management & Planning
Phase II Report**

Lane Community College
September 3, 2013

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Custodial Services Operational Review

Phase II Report

September 3, 2013

Executive Summary

A Custodial Services Review Team was created during Phase II of the Facilities Management and Planning Operational Review initiative. The custodial review team was charged with addressing the issues and opportunities uncovered during Phase I of the review process as they relate to custodial services.

Primary Objectives:

- Develop shared understanding of financial and operating trends, issues and opportunities
- Develop sustainable budget and operational structures for custodial services expenditures
- Develop common understanding of custodial services service levels and scope of work
- Develop key custodial services performance indicators and tracking and reporting systems

Approach:

The team met weekly or bi-weekly throughout spring term 2013 to review, analyze and discuss: trends, data and performance indicators, service levels, scope of work, inventory controls, ordering procedures, vendor contracts, and staffing and training processes. The larger custodial services team was engaged in the process through all-staff meetings and through formal and informal departmental communications and conversations.

Review Team Members:

Heath Pierce, Custodial Services Manager
Dave Willis, Director of Facilities Management and Planning
Dennis Carr, Director of Human Resources
Russ Pierson, Project Coordinator
Kay Malmberg, Budget Analyst
Jennifer Steele, Business Analyst

Strategies and Recommendations:

As presented in Topic IV (page 13ff.) the team has developed recommendations for funding and staffing levels, sustainable operating structures, and key performance indicators.

Next Steps:

The review team will meet quarterly to review performance indicators, discuss new and emerging issues and opportunities and develop recommended improvements or adjustments in custodial services systems and structures.

Topic I: Department Overview

Custodial Services employs 21 full-time staff, 25 part-time and on-call staff with a full time equivalency of 9.3 and partners with the college's Specialized Support Services division to provide vocational training opportunities for students with developmental disabilities. Custodial Services is responsible for cleaning 600,000 square feet of learning and common area spaces at the main campus, plus Downtown Campus, Downtown Center, KLCC downtown building, Cottage Grove and Florence campuses, Willamette Street Dental Clinic, and Eugene airport learning and common area spaces.

I.A. Strategic Alignment

By maintaining efficient, safe, and accessible learning and operating environments, Custodial Services is integral to fulfillment of the college's mission. Custodial Services work exemplifies Lane's core values of *learning, diversity, innovation, collaboration and partnership, integrity, accessibility, and sustainability*, and directly supports the college's strategic directions as described below.

A Liberal Education Approach for Student Learning

Custodial Services provides student volunteer, internship, employment, and co-curricular opportunities that are intentionally designed to provide students with communication, critical thinking and problem-solving skills; civic, environmental and personal responsibility; and invaluable vocational training and work experiences.

A Sustainable Learning and Working Environment

Custodial Services is an active partner in the college's nationally-acclaimed sustainability program, with both environmental and fiscal sustainability deeply ingrained in the Custodial Services culture. The department's sustainable practices include using Sustainable Earth™ chemicals and high-content recycled materials and installing hand driers in restrooms to reduce paper towel waste streams. Custodial Services staff are active partners in the college's recycling, waste management and indoor environmental air quality programs.

A Diverse and Inclusive Learning and Working Environment

Custodial Services ensures cleaning practices and standards support the college's diverse population. In an effort to develop the cultural competence of department staff, a series of diversity training has been completed with Carla Gary, a local University of Oregon professor and subject matter expert. Additionally, Custodial Services' partnership with Specialized Support Services to provide vocational training opportunities for adults with developmental disabilities is a powerful illustration of inclusion and opportunity.

A Safe Learning and Working Environment

Safety is the overarching principle that guides Custodial Services work, from proactively providing staff training and development opportunities, to maintaining safe equipment, prioritizing safety-related service orders and projects, participating in the college's Safety Committee, to leading safety initiatives and innovations. Custodians are participating in the SafeColleges online safety classes, refining safe work practices, and submitting safety ideas through a competitive rewards program. The safety culture was recognized in a nationwide publication (see Appendix D: Facility Manager's Alert, June, 2013).

As a result of concerted efforts to create a culture of safety, in August 2013 the Custodial Services department celebrated 277 days without a work-related lost-time injury. The previous record was 52 days.

I.B. Stakeholders & Relationships

Custodial Services is deeply interconnected with Lane Community College individuals and departments, and with the community at large. Every student, employee and visitor to campus is a stakeholder to welcoming, clean, healthy learning environments.

The Custodial Services team works closely with the following departments and services:

Facilities Management and Planning

Custodial Services is closely aligned with the broader service mission of Facilities Management and Planning (FMP), providing response to basic service requests in the late afternoon hours after Trades staff has left for the day. The Custodial Services staff likewise serves as the “eyes and ears” of FMP over the course of the second shift, identifying maintenance requirements that are entered into the college’s work order system.

Public Safety

Custodial Services staff assignments cover the span of campus and off-campus sites; custodians provide valuable early notification regarding public safety matters, especially during the second shift.

Specialized Support Services

Custodial Services works closely with Specialized Support Services (S3) staff, trainers and student crews to ensure the college is providing valuable vocational training and work experience for S3 students.

Health Clinic

Custodial Services staff work closely with Health Clinic staff to address issues related to bloodborne pathogens; clinic staff provide custodial immunizations for OSHA compliance as well as basic health care services for custodial services staff.

Professional and Organizational Development

Custodial Services partners with Professional and Organizational Development to provide customized diversity training for its large and ever-evolving team.

Remote Campus Services

Custodial Services provides cleaning services and light maintenance support for the Florence campus, Cottage Grove Campus, Eugene Airport campus, KLCC downtown building, downtown academic building, and the old Downtown Center building.

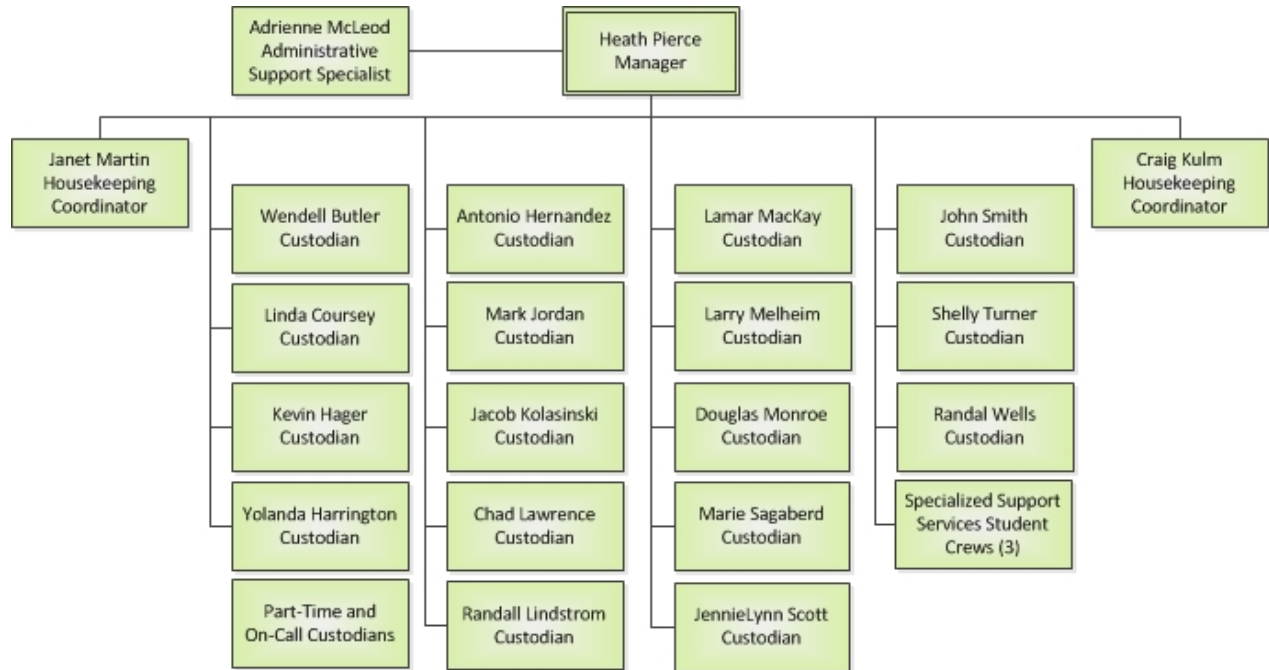
Institute for Sustainable Practices

Custodial Services collaborates with the Institute for Sustainable Practices as it considers green products and sustainable cleaning practices. In particular, Custodial Services maintains a close, supportive working relationship with recycling, surplus property and waste management.

I.C. Structure & Staffing

Custodial Services falls under the Facilities Management and Planning Division in College Services. Heath Pierce, Custodial Services Manager, is responsible for the Custodial Services department, which includes one administrative support specialist, two housekeeping coordinators, 17 full-time custodians and 21 part-time and 4 on-call custodians, organized as follows:

Figure 1: Custodial Services Organization Chart



The **Custodial Services Manager** provides leadership and direction for the Custodial Services department.

The **Administrative Support Specialist** is responsible for providing general office and administrative support, serves as a central dispatch for radio communications, processes work orders, and ensures cleaning stations are stocked.

Housekeeping Coordinators are responsible for the day-to-day operation of the department, ensuring that the unit operates efficiently and effectively. In addition, each Housekeeping Coordinator leads the work of a team of custodians and may perform custodial duties in the absence of crew members or as otherwise needed.

Custodians are responsible for cleaning, performing minor maintenance, and related work as required.

Specialized Support Services Student Crews provide high use area support such as restocking restrooms and waste stream pick up of trash and recycling. Crews consist of four student workers and one trainer.

As shown in Figures 2 and 3 on the following page, Custodial Services contracted (or full-time) staffing levels have declined 15.3% since 2008 attributable to permanent reductions and holding vacant positions open. The department has increasingly utilized part-time employees and Specialized Support Services (S3) student housekeeping crews over this time period to support a significant surge in enrollment from 2009-2012 and to maintain and improve custodial service levels across a growing campus footprint, resulting in an overall FTE increase of 52.4% over the six year period. This evolution is likewise illustrated immediately following in Figure 4: Labor Distribution, 2008-2013.

Figure 2: Custodial Services FTE

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	%Δ FY2008- FY2013
Contracted Employees	24.8	23.5	23.0	23.0	23.8	21.0	-15.3%
Part-Time Employees	-	1.2	.5	4.4	4.1	9.0	>1000%
Subtotal	24.8	24.7	23.5	27.4	27.9	30.0	20.9%
S3 Student Workers	-	-	-	3.9	3.9	7.8	>1000%
Total	24.8	24.7	23.5	31.3	31.8	37.8	52.4%

Source: Budget Office, THOR Position List, Banner 6.13

Figure 3: Custodial Services FTE Trend

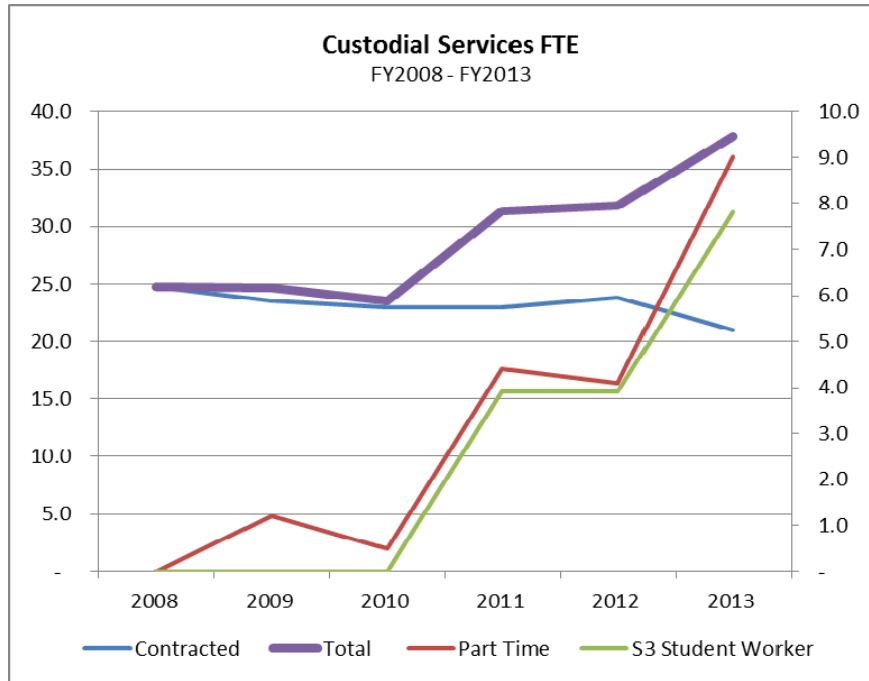
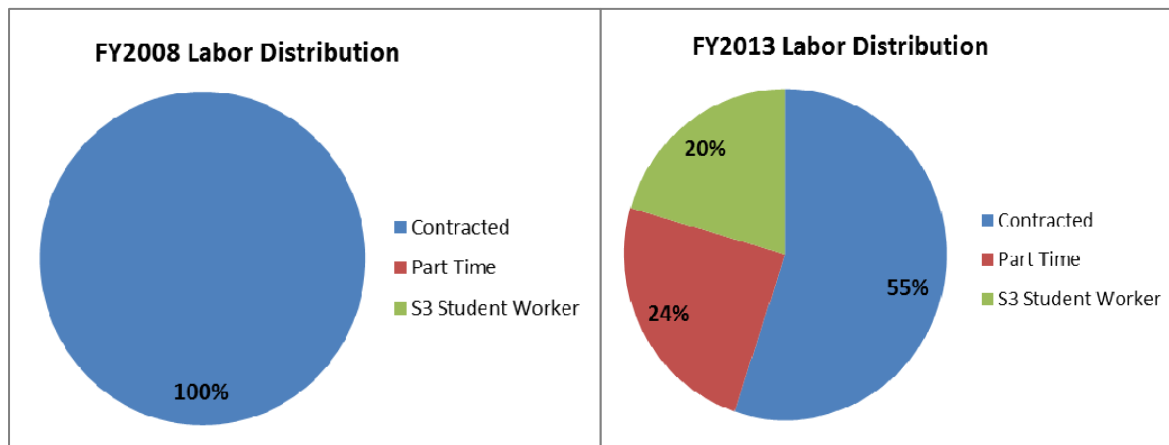


Figure 4: Labor Distribution, 2008-2013



I.D. Scope of Work

Custodial services staff regularly clean approximately 600,000 square feet of classrooms, laboratories, retail stores, food services, offices, service and open spaces at the main campus, with thousands more at the downtown campus, Florence and Cottage Grove campuses, Willamette Street Dental Clinic, and Eugene airport. Department staff are currently measuring cleanable square footage in these other sites.

Figure 5: Cleaning Spaces and Standards

Location	FY2010	FY2013	%Δ FY2010-FY2013
Main Campus	556,601	581,995	4.6%
Other Campuses and Learning Spaces	TBA	TBA	NA
Total	TBA	TBA	TBA

Source: Facilities Management and Planning, 2013

Custodial Services uses APPA¹ industry standards to benchmark and evaluate the cleanliness of our facilities:

Level 1: Orderly Spotlessness

Level 1 describes “show-quality” cleaning at the highest level. At this standard, surfaces shine and are highly polished with no accumulation of dust, dirt, marks or smudges. The college’s dental and health clinics, men’s and woman’s shower areas, kitchens and dining facilities and child care center are maintained at this level.

Level 2: Ordinary Tidiness

Level 2 is the base level at which cleaning should be maintained in instructional spaces. At this level, all surfaces are bright and clean with little accumulation of dirt, dust, stains or streaks.

Level 3: Casual Inattention

This level reflects a lowering of expectations, with noticeable dust, dirt, stains. Some of the college’s Advanced Technology spaces for welding, automotive technology, construction, and aviation maintenance are maintained at level 3.

Level 4: Moderate Dinginess

At Level 4, areas show significant accumulations of dirt and stains and appear unacceptably unkempt. Custodial Services maintains all cleaned spaces at Level 3 or higher.

Level 5: Unkempt Neglect

This is the final and lowest level; areas are perpetually dirty and grossly unkempt, causing irreversible damage to surfaces and structures.

A complete description of APPA standards are presented in Appendix A: APPA Custodial Service Levels.

Note: Office spaces and other spaces not regularly cleaned by custodial services are cleaned by the occupants to the level they desire/need with semi-annual deep cleaning of these spaces by custodial services.

¹ APPA: Leadership in Educational Facilities, formerly the Association of Physical Plant Administrators. www.appa.org.

Quality Assurance

As part of a review process begun in 2010 and continually refined since then, custodial services mapped cleaning standards to building and usage as presented in Appendix B: Cleaning Spaces by Building. Quality and standards are assured through random quarterly audits in fall, winter and spring terms.

Deep Cleaning

In addition to routing cleaning standards, custodial staff conduct annual deep cleaning. During the course of each summer term, Custodial Services personnel are assigned to “teams” that work toward deep extraction of carpets and waxing of all hard surfaces—first in support of Facilities and Bond-related projects and moves; and secondarily on a thorough and programmatic basis throughout campus.

Special Events Support

Custodial Services also provides support for college and community events such as Lane Preview night, student orientation, Lane Family Day, Rites of Passage, Native American Longhouse events, the LaneStock music festival, and athletic events and tournaments.

Topic II: Resources & Expenditures

II.A. Resources

Custodial Services is funded through the college’s General Fund budget. Prior to the current 2014 fiscal year, Custodial Services budgets were co-mingled with the larger Facilities Management and Planning General Fund budgets so historical data is not available.

II.B. Expenditures

Primary expenditure categories for Custodial Services are labor (personnel and contracted S3 student work crews), cleaning supplies, equipment, repair and other materials and services, and capital outlay as illustrated in Figure 6.

Figure 6: Expenditures by Category

Expenditure Category	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	%Δ FY2008- FY2013
Personnel	\$1,007,015	\$ 991,884	\$1,140,538	\$1,265,128	\$1,332,521	\$1,549,143	53.8%
S3 Student Work Crews	-	-	-	80,000	89,700	120,247	>1000%
Labor Total	\$1,007,015	\$ 991,884	\$1,140,538	\$1,345,129	\$1,422,221	\$1,669,390	65.7%
Cleaning Supplies	101,675	110,417	143,417	159,879	182,390	200,288	97.0%
Equipment Maintenance & Repair	714	5,342	3,430	10,214	15,726	22,519	>1000%
Other Materials & Services	1,366	1,962	2,433	4,801	13,591	2,172	59.1%
Equipment & Capital Outlay	2,616	133,828	-	10,145	132,997	26,906	928.5%
Total	\$1,113,386	\$1,243,433	\$1,289,818	\$1,530,167	\$1,766,924	\$1,921,276	72.5%

Source: Budget Office, Banner 8.2013
Note: Recycling/Waste Management S3 crews are adjusted out for years 2008-2010 as they are not included in the scope of custodial services.

Labor

Labor expenditures have risen in concert with FTE, as illustrated in Figure 7. The 65.7% expenditure increase over the six fiscal years 2008 to 2013 is driven primarily by increased part time and student worker staffing levels. Annual contracted salary increases and cost of living adjustments and steadily rising other personnel expenditures (OPE) rates also contribute to cost escalation.

Figure 7: Custodial Services Labor Expenditures

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	%Δ FY08-FY13
Contracted Employees	\$ 646,450	\$ 636,996	\$ 725,155	\$ 723,373	\$ 759,540	\$ 788,147	21.9%
Part-Time Employees	85	26,298	11,520	110,369	94,996	210,700	>1000%
Contracted & Part-Time Total	\$ 646,535	\$ 663,294	\$ 736,675	\$ 833,742	\$ 854,536	\$ 998,847	54.4%
S3 Student Workers	-	-	-	\$ 80,000	\$ 89,700	\$ 120,247	>1000%
Labor Subtotal	\$ 646,535	\$ 663,294	\$ 736,675	\$ 913,742	\$ 944,236	\$ 1,119,094	73.0%
OPE Allocated	\$ 360,480	\$ 328,590	\$ 403,863	\$ 431,386	\$ 477,985	\$ 550,296	52.6%
Total Personnel	\$1,007,015	\$991,884	\$1,140,538	\$1,345,128	\$1,422,221	\$1,669,390	65.7%

Source: Budget Office, Banner 8.9.13

Upon further analysis of labor expenditure trends, the review team identified the following key issues:

1. Shifts in the labor distribution mix from full-time to part-time and student work crews has resulted in increased recruitment, training, scheduling, coordination and supervisory costs. As the part-time pool has stabilized over the past year with a core of reliable, trained staff, these costs have diminished.
2. Assignments, frequency and standards of care need to be reviewed and revised in light of now-declining enrollment and resources. The department will continue to refine its on-call program, with tracking and guidance criteria used to calibrate the level of backfill for employees taking time off.
3. During the past six years of significant remodeling and capital construction, hard surface floor areas have expanded exponentially. These hard surfaces require more frequent care, specialized equipment and additional cleaning supplies.
4. An increased attention to Indoor Environmental Quality concerns has resulted in increased cleaning service levels and frequency in some areas of campus.
5. Custodial Services staffing, equipment and supplies requirements should be incorporated into capital construction and remodeling planning processes

Cleaning Supplies

Cleaning supplies are naturally a large part of the Custodial Services budget—and rightly so, since they are likewise a large element in the indoor environmental quality (IEQ) on campus. As an example, ever since 2009, “in LEED for Existing Buildings: Operations & Maintenance (LEED-EBOM), the IEQ section ... puts green cleaning practices in the foreground.”² Indeed, as the college has expanded, and built new green facilities and implemented green construction in significant remodels and renovations, new and sustainable materials have demanded different and advanced cleaning products in ever-larger quantities to meet the growing campus footprint.

For a trilogy of good reasons—service, sustainability and price point—the college has utilized Coastwide Laboratories as its primary provider for the past several years, based on a statewide contract first reached with the Beaverton School District. An explanation and analysis of this relationship appear as Appendix C: Coastwide Laboratories. Custodial Services and FMP staff continue to test the Coastwide pricing in various ways throughout each fiscal year, insuring continued preferred pricing.

Custodial Services has also implemented increasingly tight purchasing and inventory control procedures, tracking products from their arrival on campus to their eventual consumption at the custodial closet level.

Equipment Maintenance & Repair

One important strategy in mitigating the financial impact of the expanded and sophisticated nature of the college’s cleanable space is our investment in the right equipment, coupled by a strategy to keep that equipment well-maintained and in good repair. Through the course of this review, Custodial Services staff has continued to refine their approach to capitalization, preventative maintenance and repairs. There are plans in place to leverage our relationship with Coastwide to strengthen this approach and off-load some of the administrative detail in order to better protect the college’s investment.

Other Materials & Services

Custodial Services is continuing to review and monitor policies and procedures related to purchasing general office and administrative supplies and uniforms, as well as their support for staff development. Careful controls are in place to avoid surprises and any unauthorized purchases.

Equipment and Capital Outlay

A critical component in the college strategy to minimize the dual impacts of an aging workforce and the addition of high-tech and cleanable space is to invest wisely in equipment that maximizes our labor efficiency. The college has made strategic investments through capital outlay funding over several of the past few fiscal year cycles to fund this approach by Custodial Services.

² *Avoiding Toxic Chemicals in Commercial Building Projects: A Handbook of Common Hazards and How to Keep Them Out* (Brattleboro, Vermont: BuildingGreen, Inc, 2012), 59.

Topic III: Trends and Operating Environment

Recent research reveals that janitorial services account for nearly 30 percent of facility budgets, which translates into billions of dollars annually. With janitorial services consuming such a large share of budgets, other industry findings are (troubling). Most cleaning systems: 1) have no quantifiable standards; 2) are based solely on appearance; 3) have little or no method of measuring effectiveness and performance; 4) are not based on actual research; and 5) are driven by chemical and equipment manufacturers. In an industry that has been around as long as public buildings themselves, janitorial methods have seen little progress. As a matter of fact, most janitors today use the same tools and processes that were used 50 years ago.³

Happily, this research by Dr. Jeffrey Campbell at BYU does not apply to Custodial Services at Lane Community College. While Custodial Services does represent a significant investment by the college, Lane's cleaning systems do have quantifiable standards; are based on much more than mere appearance; do measure both effectiveness and performance; are research-based; and are not driven by chemical and equipment manufacturers.

The success of the college in its academic mission is tied to the success and effectiveness of Custodial Services in ways that are often not understood by the casual observer:

The built environment both constrains and enhances student experience. So upkeep and maintenance, routine landscaping, custodial and sanitation services all matter immensely. The condition of bathrooms tells students a whole lot about how students are valued.⁴

Given this holistic perspective, several of the trends and factors in the operating environment noted in the initial operational review report for Facilities Management and Planning also apply to Custodial Services:

III.A. Aging Physical Plant

The main campus core is now over 45 years old—but with significant facilities on campus likewise constructed or renovated with a new millennium sensibility within the past five years (including the Health and Wellness building, the Native American Longhouse, Buildings 10, 11 and 15 and more). This presents challenges to the Custodial Services staff who have to deal with materials and spaces designed over a half-century ago. As an example, the recent move away from carpet toward hard floor surfaces in new and renovated spaces is a boon for sustainability—but at a cost of efficiency since hard floor surfaces are between three and four times more labor intensive for the Custodial Services team.

III.B. Growing Square Footage ... and Responsibility

The building and structure square footage Facilities Management and Planning is responsible for supporting has increased 23% since 2008. As new buildings and structures come online, Custodial Services takes on recurring additional operational expenses and obligations. Custodial Services staff is currently compiling a comprehensive list of cleanable square footage on main campus (data currently available) and remote campuses and learning centers (under development).

Moreover, the emphasis on programming and specialized uses in higher education can be a challenge in terms of both space and staff utilization. The Custodial Services staff has to understand how to effectively clean a gymnasium, a medical facility, a laboratory, a clinic—as well as the more common classroom and common area spaces—and the stakes have never been higher:

The continued accreditation of certain programs, such as those in medical or other research-related fields, may be directly influenced by the cleanliness of the space occupied, as well as by the ability to document the level of cleanliness.⁵

³ Jeffery L. Campbell Ph.D., "Cutting Costs and Improving Outcomes for Janitorial Services," *Facilities Manager*, no. September/October (2011).

⁴ Mike Rose, *Back to School: Why Everyone Deserves a Second Chance at Education*(The New Press, 2012), 147.

III.C. Sustainability and Environmental Stewardship Commitments

As environmental science and sustainability standards mature, Lane's commitment to "green cleaning" continues to evolve. Recently, for example, standards have shifted away from the use of anti-microbials and semi-volatile organic compounds (SVOCs) that were popular a decade ago.

Design

Integrated building design is the practice of designing sustainably.⁶ As the college integrates construction practices, maintenance and operation policies and procedures, programming, design, and lifecycle analysis; and as we leverage the expertise of our Institute for Sustainable Practices, we are strategically designing for the future as well as for the present. Lane's future building designs also need to include the expertise of Custodial Services staff who understand the financial impact design decisions can have on the ongoing operations and maintenance that typically account for one-third of a facility's life-cycle costs.⁷

Indoor Environmental Quality Concerns

IEQ is a primary concern of Custodial Services, and this fact underscores the importance of leveraging their expertise early in the ongoing design process for new construction and renovation projects.

III.D. Budgetary Pressures

Custodial Services, like other departments and programs on campus, understands the challenge of balancing high standards of service and quality with significant budgetary constraints created by declining enrollment and State funding.

Bond and Capital Construction Projects

The recent era of intense Bond and capital construction projects has sometimes left Custodial Services "catching up" as it addressed its mandate both to provide special cleaning services related to moves and construction even as it has had to add significant square footage to its regular assignment schedule.

An Aging Labor Force and Part-Time Labor

Both as a budgetary strategy and as a means to rapidly adjust to expanding needs, Custodial Services has been increasing its use of part-time labor staffing. This comes in the same time frame as its contracted workforce continues to age, with multiple retirements in recent years and more to come within the next several years. Part-time labor provides flexibility of scale with lower salary and benefit costs. But this can mask the significant costs associated with turnover and "onboard training" of new and often temporary staff.

Student Employees

Custodial Services has continued to expand its partnership with the college's Specialized Support Services (S3) division to provide vocational training opportunities for students with developmental disabilities. While this partnership has certainly been a "win-win," in the new era of declining enrollment and ever-tightening budgets, it will be important to monitor this relationship and its effectiveness and equity.

⁵ Steve Glazner, ed. *Operational Guidelines for Educational Facilities: Custodial*, Third ed. ed.(Alexandria, VA: APPA, 2011), 1.

⁶ Marian Keeler and Bill Burke, *Fundamentals of Integrated Design for Sustainable Building*(Wiley, 2009), 1.

⁷ Rod Rose, *Buildings--the Gifts That Keep on Taking: A Framework for Integrated Decision Making*(APPA CFaR Center for Facilities Research, 2007).

III.E. Summary: A Sure Mission in the Face of an Uncertain Future

Custodial Services occupies an invisible yet remarkably public role in student success at Lane Community College, shaping first impressions of visitors, guests and prospective students, and creating lasting impressions of care and concern—or lack of care and concern:

In abundant budgetary times and even more in lean budget years, organizations need to be aware of the return on major investments. As that return on investment is considered, the impact of custodial services should be evaluated not only on the current programs and projects, but also on the future conditions of the building components and finishes. Quality custodial services directly impact the longevity of building finishes. Appropriate investment in the day-to-day maintenance of a space can lengthen the repair, replace, or refurbish cycle of any facilities maintenance program....

The positive impression that is created through custodial services will be extended to the overall facilities management organization. The appearance of the building spaces will represent to most building users and visitors an assumption of the quality of facilities services provided comprehensively.

A filter in an HVAC system that is left dirty may eventually become apparent only to users of that individual space, but a dirty restroom fixture will be observable to the users of the facility immediately.⁸

⁸ Steve Glazner, ed., *Operational Guidelines for Educational Facilities: Custodial*, Third ed. (Alexandria, VA: APPA, 2011).

Topic IV: Strategies and Recommendations

The review team has developed the following strategies and recommendations for consideration and implementation in the 2013-2014 academic and budget year:

IV.A. Budget Structure & Operating Benchmarks

Custodial Services Budget

In prior years, custodial services has not received a discreet budget allocation; instead it has drawn budget from its parent division of Facilities Management and Planning. The review team recommends implementation of a custodial services budget that will be administered by Heath Pierce, Custodial Services manager. The budget will roll up to the Facilities Management and Planning division.

FY2014 budget recommendations, shown in **Error! Reference source not found.**, reflect strategies to incrementally improve department efficiency and financial stability. This recommendation reflects a 15% decrease in combined part-time, S3 work crew, supplies, equipment and materials and services budget. These recommendations are within Board of Education adopted budget authorization for FY2014 and do not result in an increase in total general fund budget allocation to the FMP division.

Figure 8: Proposed FY2014 Custodial Services Budget

Category	FY2011 Actual Expenditures	FY2012 Actual Expenditures	FY2013 Actual Expenditures	FY2014 Proposed Budget
Contracted Employees	\$ 723,373	\$ 759,540	\$ 788,147	\$ 788,147*
Part-Time Employees	110,369	94,996	210,700	295,000
S3 Student Workers	80,000	89,700	120,247	
OPE Allocated	431,386	477,985	550,296	550,296*
Cleaning Supplies	159,879	182,390	200,288	175,000
Equipment, Repair, Materials & Services	25,160	32,157	51,597	25,000
Total	\$ 1,530,167	\$ 1,766,924	\$ 1,921,276	\$ 1,823,443

*Contracted employee and OPE allocation budgets will automatically be adjusted when contract negotiations are settled and most likely will increase. Current contract vacancies will be held open in FY2014. The proposed part-time employee and S3 student workers budget will absorb any negotiated part-time cost of living adjustments.

Key Performance Indicators

The review team has identified the following key performance indicators to use in assessing Custodial Services efficiency and effectiveness, both longitudinally and against comparable institutions. Facilities Management and Planning staff are currently surveying Oregon community colleges on these and other facilities-related KPIs to use as relevant comparators. Lane's longitudinal data is presented in **Error! Reference source not found.**9 on the following page.

Financial Sustainability Indicators

- Total Custodial Services Expenditures/Cleanable Square Feet
- Total Custodial Services Expenditures/Student FTE
- Cleaning Supplies Expenditures/Cleanable Square Feet

Labor Efficiency Indicators

- Custodial Services FTE/Student FTE
- Custodial Services FTE/Cleanable Square Feet

Safety Indicator

- # Lost Time Incidents Per Fiscal Year

Quality & Satisfaction Indicators

- # Quality Audits Passed
- Faculty, Managers and Classified Staff Customer Service survey results (FY13 Survey is attached as

Figure 9: KPI Data

Indicator	FY09	FY10	FY11	FY12	FY13	FY14* Projected
Custodial Services Expenditures/ Cleanable Square Feet	--	--	--	--	--	--
Custodial Services Expenditures/ Student FTE	\$97	\$94	\$99	\$114	\$137	\$144
Cleaning Supplies Expenditures/ Cleanable Square Feet	--	--	--	--	--	--
Custodial Services FTE/ Student FTE (in thousands)	1.9	1.6	2	2	2.7	2.7
Custodial Services FTE/ Cleanable Square Feet	--	--	--	--	--	--
# Lost Time Incidents Per Fiscal Year	--	--	--	--	--	--
# Quality Audits Passed	--	--	--	--	--	--
* FY14 indicator projections are based upon an additional 10% enrollment decline over FY13 and recommended FY14 custodial service budget levels -- New KPI; indicator data currently being developed and compiled						

IV.B. Labor

Position Budgets

Custodial Services contracted positions will be budgeted and paid out of the Custodial Services organization rather than the larger Facilities Management and Planning Organization so that position lists can be generated specifically for custodial services. Additionally, part-time budgets will be allocated directly to Custodial Services as presented in **Error! Reference source not found.** on page 13. This will enable the Custodial Services Manager to more easily track his budget and expenditures.

Scheduling and Work Assignments

The Custodial Services Manager will work with the Director of Facilities Management and Planning and Housekeeping Coordinators to revise and reduce frequency of care, adjust backfill standards, and adjust work assignments as needed to adapt to continuing enrollment declines and achieve a 15% reduction in FY14 part-time expenditures.

Training, Safety & Quality Assurance

The Custodial Services Manager will continue to implement robust training and safety programs for new and existing staff. The current quality assurance program will continue on a quarterly basis (fall, winter, spring.)

IV.C. Service Levels and Cleaning Standards

Communication

Custodial Services will clearly communicate service levels and cleaning standards to the campus community through Lane Weekly communications and the Facilities Management and Planning website.

Support for Self-Clean Areas

The Custodial Services team will provide training and recommendations for occupants of self-clean areas and ensure that self-service stations are well stocked.

IV.D. Materials and Services

Custodial Supplies

Custodial Services will continue to seek opportunities to improve both fiscal and environmental stability through collaboration with Coastwide Laboratories and the Institute for Sustainable Practices. For example, the department recently worked with Coastwide Laboratories to switch out existing paper towel dispensers for new models that use less paper and require less labor to restock.

Purchasing and Inventory Control Processes

Custodial Services has implemented strong purchasing and inventory control processes in the warehouse. The team will continue to explore methods for inventory control in supply closets and other sites.

All purchasing card approvals will go to the Custodial Services Manager (not the Facilities Director) for review and approval.

Equipment and Preventative Maintenance Plan

The Custodial Services Manager will develop a ten-year equipment replacement and preventative maintenance plan so that the college can strategically think ahead about capital investments and optimally maintain existing resources.

IV.E. Operationalization

Continued Staff Engagement

Custodial Services staff will continue to be engaged in a culture of safety and continuous process improvement through both formal and informal structures.

Monthly, Quarterly and Annual Reporting

The Budget Office will develop an ODS/Argos reporting tool that provides monthly, quarterly, annual and year-over-year financial information.

Ongoing Review

- Monthly: Custodial Services Manager and custodial team
- Quarterly: Review Team, Vice President for College Services
- Annual Report and Reflection: All

College Planning Processes

College Planning processes will ensure custodial services has an opportunity to provide input to planning for new and redesigned spaces, and that operating costs are built into project plans.

Appendix A: APPA Custodial Service Levels

APPA Service Level Definitions

Level 1 - Orderly Spotlessness

Level 1 establishes cleaning at the highest level. It was developed for the corporate suite, the donated building, or the historical focal point. This is show-quality cleaning for a prime facility.

- Floors and base moldings shine and/or are bright and clean; colors are fresh. There is no buildup in corners or along walls.
- All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges, or fingerprints.
- Washroom and shower tile and fixtures gleam and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners are empty, clean, and odor-free.

Level 2 - Ordinary Tidiness

Level 2 is the base. This is the level at which cleaning should ordinarily be maintained. Lower levels for washrooms, changing/locker rooms, and similar type facilities are not acceptable.

- Floors and base moldings shine and/or are bright and clean with no buildup in corners or along walls, but there can be up to two days worth of dirt, dust, stains, or streaks.
- All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges, or fingerprints.
- Washroom and shower tile and fixtures gleam and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners are empty, clean, and odor-free.

Level 3 - Casual Inattention

This level reflects the first budget cut, or other staffing-related problem. It is a lowering of normal expectations. While not totally acceptable, it has yet to reach an unacceptable level of cleanliness.

- Floors are swept clean, but upon close observation dust, dirt, and stains, as well as a buildup of dirt, dust, and/or floor finish in corners and along walls, can be seen.
- There are dull spots and/or matted carpet in walking lanes, and streaks and splashes on base molding.
- All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges, and fingerprints
- Lamps all work and all fixtures are clean.
- Trash containers and pencil sharpeners are empty, clean, and odor-free.

Level 4 - Moderate Dinginess

Level 4 reflects the second budget cut, or other significant staffing-related problem. Areas are becoming unacceptable. People beginning to accept an environment lacking normal cleanliness. In fact, the facility begins to constantly look like it requires a good “spring cleaning.”

- Floors are swept clean, but are dull. Colors are dingy, and there is an obvious buildup of dust, dirt, and/or floor finish in corners and along walls. Molding is dull and contains streaks and splashes.
- All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints, and marks that will be difficult to remove.
- Less than 5% of lamps are burned out, and fixtures are dingy.
- Trash containers and pencil sharpeners have old trash and shavings. They are stained and marked. Trash cans smell sour.

Level 5 - Unkempt Neglect

This is the final and lowest level. The trucking industry would call this “just-in-time cleaning.” The facility is always dirty, with cleaning accomplished at an unacceptable level.

- Floors and carpets are dirty and have visible wear and/or pitting. Colors are faded and dingy, and there is a conspicuous buildup of dirt, dust, and/or floor finish in corners and along walls. Base molding is dirty, stained, and streaked. Gum, stains, dirt, dust balls, and trash are broadcast.
- All vertical and horizontal surfaces have major accumulations of dust, dirt, smudges, and fingerprints, as well as damage. It is evident that no maintenance or cleaning is done on these surfaces.
- More than 5% of lamps are burned out, and fixtures are dirty with dust balls and flies.
- Trash containers and pencil sharpeners overflow. They are stained and marked. Trash containers smell sour.

Appendix B: Cleaning Spaces by Building

Building Area, APPA Indicator, Hours Per Area			
Building	Area	APPA	Hours Per Area
1	Lower level	2-3	4
1	Upper level	2-3	4
2,3	Bldg. 2,3 Elevator,	2-3	8
4	Lower Dental Clinic	1	8
4,5	Upper level	2-3	8
5	Lower Showers	1	12
6		2-3	8
7		2-3	4
8,9		2-3	4
10		2-3	12
11	Lower level & Long House	2-3	4
11	Upper level	2-3	4
12	Cleaned by SSS	2-3	
13	Cleaned by SSS	2-3	
15	Cleaned by SSS	2-3	
16	Lower West Side	2-3	8
16	Lower East Side	2-3	8
16	Upper level	2-3	8
17,18	Bldg. 17 & Upper 18	2-3	4
18	Lower Health Clinic	1	4
19	Lower level With Kitchen	1, 2-3	8
19	Upper level	2-3	8
24,25,26,27	Child Care	1	8
30	Lower level	2-3	8
30	Upper level	2-3	4
Center	Kitchen	1	8
Center	Cafeteria Level	1	8
Center	2nd Tutor & bookstore	2-3	8
Center	Basement & Library	2-3	8
Center	Fourth Floor	2-3	8
DCA		2-3	24
KLCC		2-3	
Cottage Grove		2-3	4
Airport	Cleaned W,F only	2-3	4
		Total Hours	220.00

Appendix C: Coastwide Laboratories



Beaverton School District RFP Overview

First awarded to Coastwide in July 1st 2005 with renewals up to June 30th 2015.

There are 3 Community Colleges, 77 schools, and about 160 customers all together participating in the Beaverton SD RFP.

This RFP was awarded based on;

1. Level of Experience and Capabilities
2. Level of Policy and Operations
3. Level of Training and Support.
4. Level of Staff Experience and Training.
5. References.
6. Cost or Pricing.
7. Additional Data (submitted by Coastwide).
8. Quality of Proposal.

Price Increases

Contract items are reviewed once a year in April or May and accepted for a July 1st increase. Prices are increased based off manufactures increase or national CPI whichever is lowest. If item throughout the contract go down Coastwide has to (and has in the past) pass that decrease on.

As volume on certain items increases they are added to the contract and negotiated at a lower cost to the RFP and passed on to the participants.

Non-Contract items are priced based off an additional "Discount Schedule", with discounts ranging from 10% to 42%, with an average of 28%.

THREE FACILITY MANAGERS TELL WHAT WORKED FOR THEM

Our readers include facility management professionals from a broad range of companies, both large and small. In this regular section, three of them each share a success story.

1 Online safety training solved our injury woes

Our custodial staff was suffering too many injuries.

The biggest problem: slips, trips and falls while staffers cleaned floors.

We had to come up with some ways to keep staffers safe – and our workers' comp payments low.

Changing the safety culture

Our first step was to reduce risk.

We did that by providing staffers with gel pack knee pads and slip-on

traction footwear whenever they did "wet" work.

It was a simple, inexpensive step to prevent any minor injuries in case of a slip-and-fall.

Next we partnered with our risk insurance carrier to provide online safety training.

Our workers are required to take one or two of the classes per month, and they typically log on at work to complete them.

The courses have taught them to identify hazards and do a risk assessment

before starting work.

Beefing up our safety program has really worked: We recently celebrated 200 days without a work-related, lost-time injury!

Not only have we cut down on injuries and costs, but morale is also higher now because staffers feel appreciated and know we're committed to keeping them safe.

(David Willis, director of facilities management and planning, Lane Community College, Eugene, OR)

REAL PROBLEMS, REAL SOLUTIONS

2 We scour our permit for potential violations

EPA inspected our facility recently and hit us with a minor violation:

We didn't have a letter on file saying I was authorized to sign the discharge monitoring reports (DMRs) for our water pollution permit.

Thing is, I had been signing the DMRs for years and never knew it was a violation!

It was a stark reminder of how easy it is to miss a potential compliance issue.

It was important that we made sure EPA didn't catch us off-guard like this ever again.

No more ticky-tacky violations

After we fixed the violation, we sat down and went through our permit line-by-line.

Basically anything that said "you must have" or "you shall have," we made sure we were up-to-date with.

Then we got together with all of our staffers and reviewed our permit to make sure they understood it too.

Now we're confident that we have all of our recordkeeping and compliance problems taken care of.

EPA won't nail us on a ticky-tacky violation again because we know our permit inside-and-out.

The experience taught us that we need to look through our permit with a fine-toothed comb – because EPA surely will.

(Terry Werner, public service director, City of Post Falls, ID)

3 Get quick ROI with this lighting upgrade

FMs are always looking for ways to cut costs. Of course in most cases you've got to invest money up front to secure those long-term savings.

But there are a few slam-dunk changes that pay off immediately – like this one I've taken advantage of and recommended to others:

Too much heat, too much cost

Gymnasiums were often constructed with metal halide lights.

The quality is fine – but the heat generated by metal halides drives up your electricity bill.

There's a double whammy.

When people are running around, playing games or just exercising, hot lights increase body temperature.

And all that extra body heat drives up the gym's temperature more.

Now that gym you're trying to maintain at 67(d) is climbing, with the HVAC system working overtime to reach the cooling set point.

Solution: I replaced the metal halides in all of our school gyms with

T5 or T12 fluorescents. The key is fluorescents don't generate heat.

Bonus: They're also easy to dim with set automation controls.

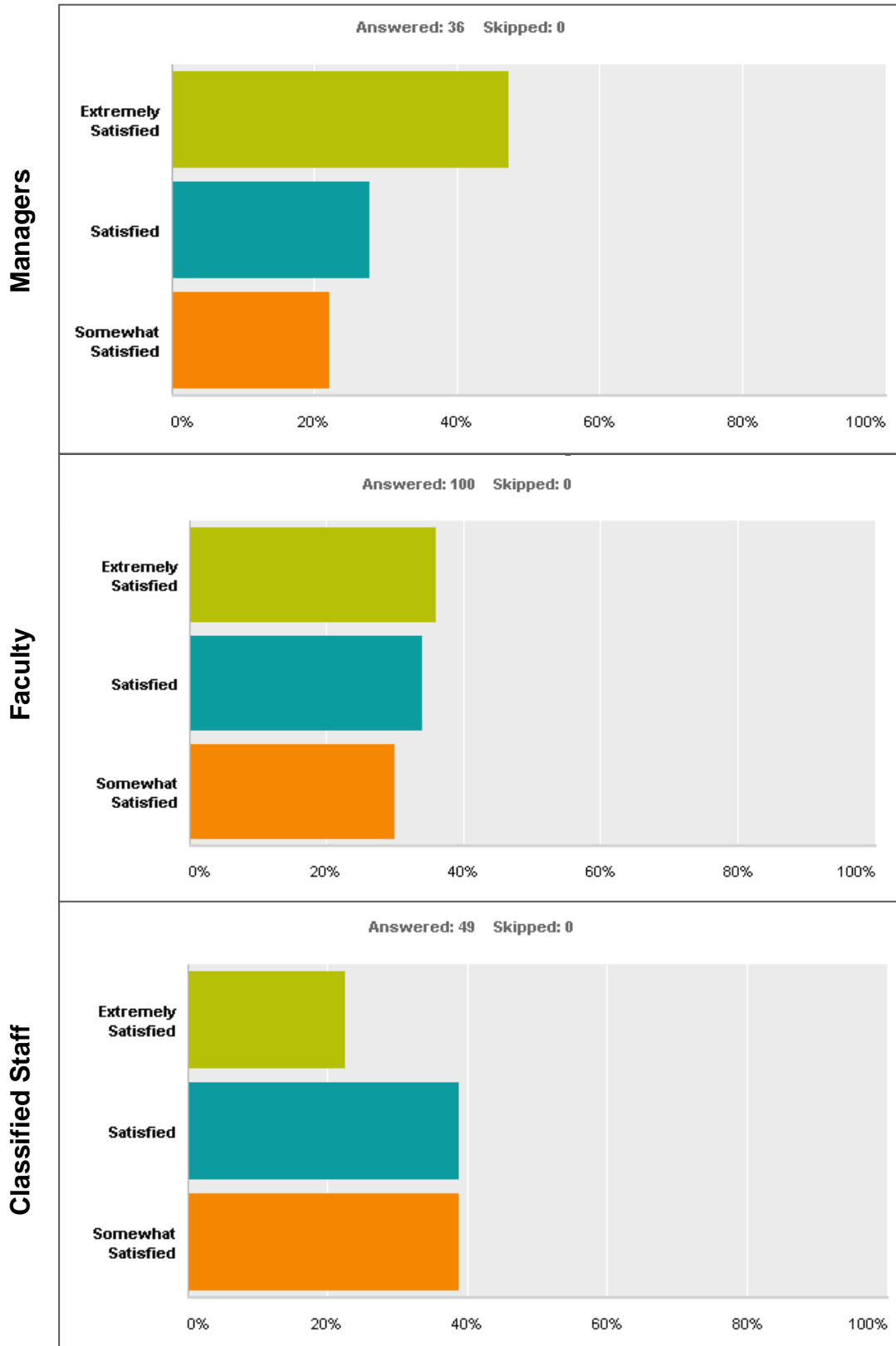
Now there's less strain on the HVAC system to keep gyms cool.

When other school facility managers ask for energy-saving ideas, getting rid of metal halides is one of the first things I suggest.

(Adapted from a presentation by Ron Marinelli, facility manager, Hackettstown School District, NJ, at Globalcon in Philadelphia)

Appendix E: Custodial Services Customer Survey - October, 2012

Please share your level of satisfaction with the custodial services in your area.



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