



LINCOLN PUBLIC SCHOOLS

BUCKNER M. CREEL
ADMINISTRATOR FOR BUSINESS AND FINANCE

April 23, 2010

To: School Committee
Becky McFall, Superintendent
From: Michael Haines, Facilities Manager
Buckner Creel

Subject: Update on custodial service review

Background. On October 24, 2011 the School Committee approved the review of LPS custodial services by Sanitation Systems Inc. (SSI). SSI was to review current practices and make recommendations on how to improve the overall cleanliness of our schools.

Beginning in December 2011 and completed in April 2012 baselines were determined, building areas were studied, schedules were analyzed, schedules were tweaked, individual routes were created, contingency routes were created, cleaning products and tools used were streamlined, tools were purchased and supplied, initial training was done. Also of note is that we gained some "on the tool" hours by converting the paid 20-minute meal period to an unpaid 30-minute meal period last year during contract negotiations.

Recent review. The SSI process has provided LPS with what we believe to be an excellent foundation on which to build upon. Although we are not where we can be, Michael has seen us take large strides in the custodial work process and anticipates us continuing to move forward over time. We have seen many weeks in a row of this new process work with good to very good results.

SSI recently returned (January 2013) to rate our overall cleaning process and to perform another training session. The summary report is attached. SSI found that the initial improvement made had remained. However, what was interesting was that while we kept the initial improvement rating we had actually moved our concentration to the areas initially rated as poor while leaving previously well cleaned areas partially ignored. That report told us where we were weakest and we have implemented a plan to address the weaker areas found.

We have not fully implemented the SSI program; we are not able to do cleaning inspections on a daily/weekly basis, and are currently understaffed on the Lincoln campus. In addition, staff absences, while unavoidable, have led to inconsistent cleaning results. The District does have a unique staffing situation: we really have four different custodial groups on two different campuses. While it is relatively easy to cover for one absence, two or more custodian absences on the same day are very difficult to cover.

This year, there have been times when staff absences were at a level higher than experienced in prior years, and on some days the absence rate was 50%. These absences were unavoidable, and often unplanned, but have had a direct impact on the results of the cleaning program. Substitutes or "bench" players have been hired to cover many absences; our "bench" players have contributed greatly to our coverage issues but may not bring the same consistency to the cleaning process as they move from area to area.

Michael has instituted a stronger plan for our lead custodians. He meets with them regularly and has had them take on a role of directly communicating with their campus principals, faculty and staff members. This empowerment has allowed them a large

ownership stake on their campus and allows them to make area assignment changes as they deem necessary. This method has also produced a shorter response time to support needs as well as allows the leads to receive special information in a more timely manner. By continuing along this path we believe we will eventually get the weekly inspections up and running at a time in the not so distant future.

Future actions. The periodic reviews and training sessions conducted by SSI have proven to be exceptionally beneficial to continuing the improvements needed to meet our goals. We hope to continue these SSI reviews for the next several fiscal years as we re-shape our custodial practices. The School Committee's approval to add 0.5 FTE of night custodian effort should help with the improvement process on the Lincoln campus.

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PROGRAM RATING REPORT #2

TO: Buckner Creel, Administrator for Business & Finance

FROM: Christine Regan, President, SSI
Paul Regan, Vice-President, SSI

RE: Second Follow-up Rating Report

COPY: Michael Haines

DATE: February 4, 2013

The second set of follow up ratings for the Lincoln Public School cleaning operation were conducted on January 24 and 25, 2013. Thirty-three ratings were taken overall: seventeen on the Lincoln campus and sixteen at Hanscom.

These results show that the improvements made since installation of the LPS Standards System are holding their own, but not improving. The Overall Quality Factor remains at 93%. Eight of thirty-three rated areas were above standard. During the initial audit, no areas were at standard. In July 2012 and in this report about one quarter are at that level or above. The net building score remains two points below standard.

Every area type has improved slightly (between two and four points) this January, with the exception of washrooms where we see a five point drop. Unfortunately, washrooms are the one area type that your client notices the most. They are not dependent on the weather or student wear. The frequencies and method in the Standard system must be applied to keep these areas looking good.

LPS Quality and Appearance Levels by Area Type

Sites Rated	Area Type	Col. 1 * % Relative Importance	Col. 2 ** Top Standard	Col. 3 + Working Standard (S)	Col. 4 Actual Level (R)	Quality Factor (Q)++	Appearance Index (AI)
3	Offices	15%	91.8	82.7	82.2	98%	85%
11	Classrooms	25%	88.8	78.8	76.8	95%	82%
7	Restrooms	25%	93.1	89.0	83.6	84%	85%
3	Lobbies/Corridors	20%	91.0	87.9	86.2	94%	99%
9	Miscellaneous	15%	90.2	81.7	81.3	99%	88%
33		100%					

Weighted Appearance Standard: **86.5**

Quality Factor: **93%**

Weighted Working Standard: **84.2**

Appearance Index: **87%**

Weighted Actual: **81.9**

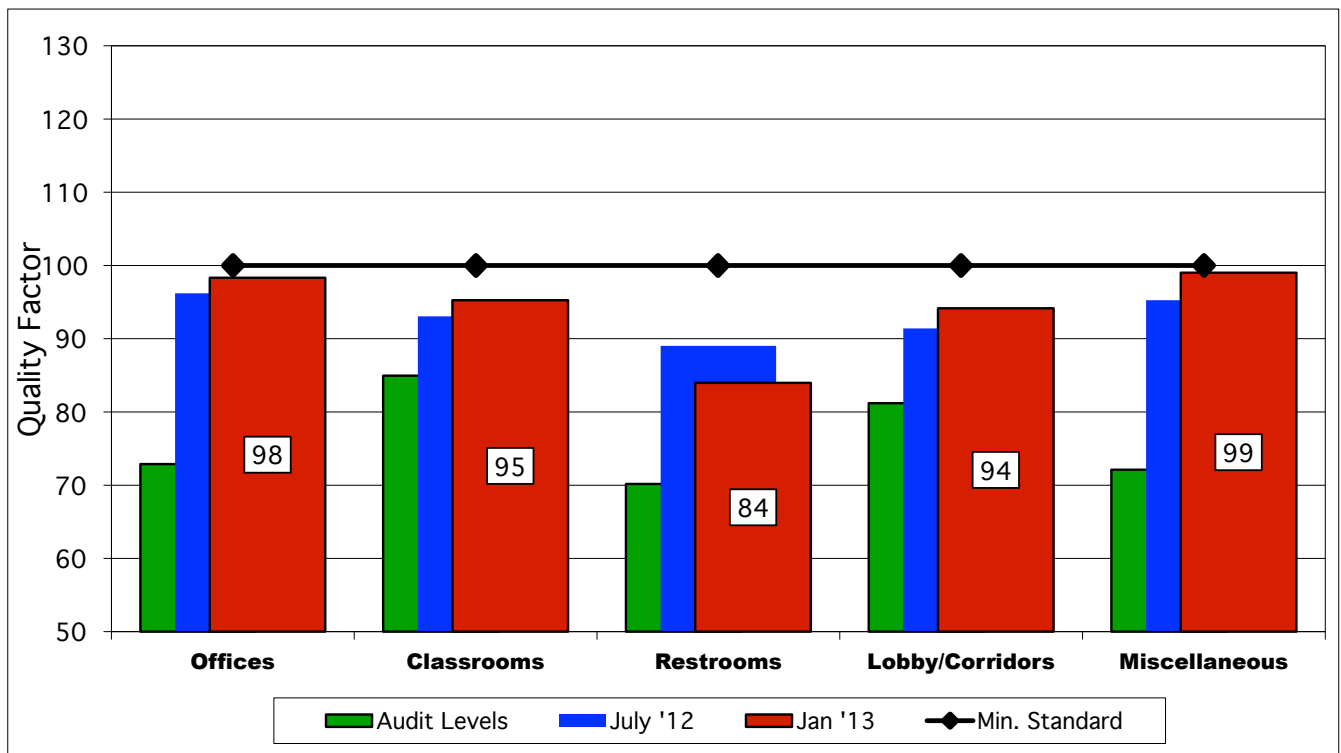
* Based on percent of total cleanable area AND relative importance of area type to overall building function.

** 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.

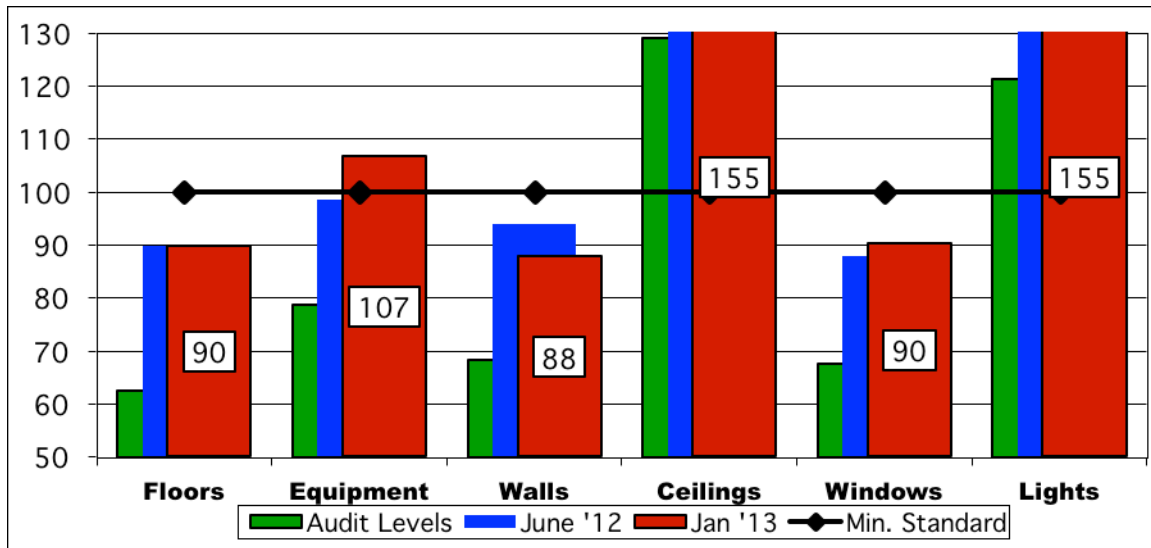
+ The level attainable after allowing for deductions under Order and Engineering/Maintenance on the rating sheets. ACTUAL performance is measured against the WORKING STANDARD.

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

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



Offices:



	<u>JULY '12</u>	<u>JAN '13</u>
QUALITY FACTOR:	96%	98%
ABOVE STANDARD:	1	1
STANDARD:	0	0
BELOW STANDARD:	1	2

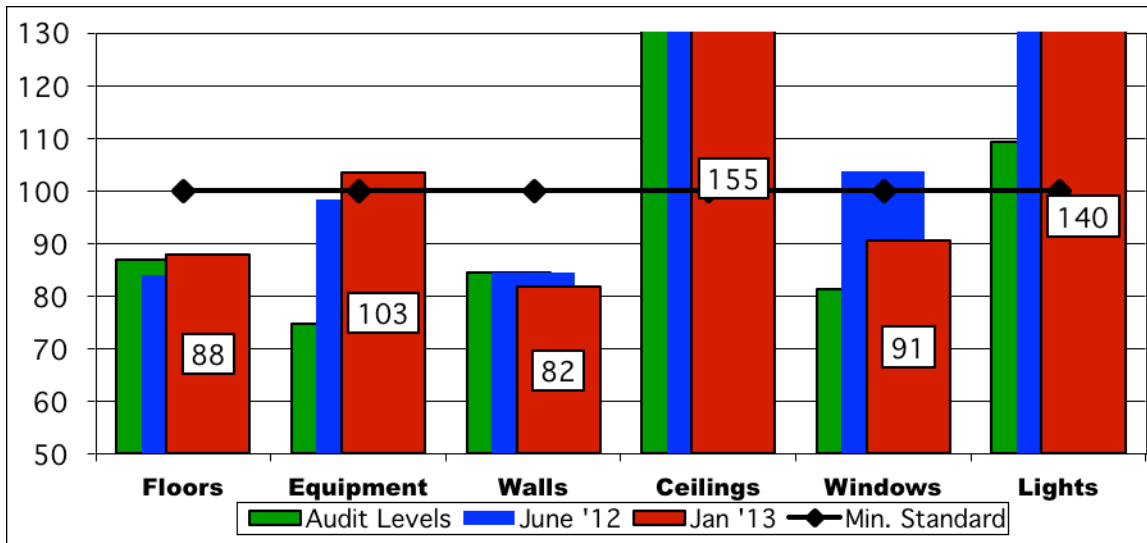
Highest Rated Area: Office B146, 1st Floor, Brooks, +1.1

Lowest Rated Areas: S100 Administration, 1st Floor Smith, -1.5

COMMENTS:

The Overall Q for the three offices we rated has gained some ground but is still below standard at 98%. Floors remain at 90%. While soil film on carpeted and hard floors is still an issue, it appears that custodians are doing a much better job at keeping litter and cobwebs at bay. Walls are down six points to 88% with deductions for scuffs, dust, marks and fingerprints.

Classrooms:

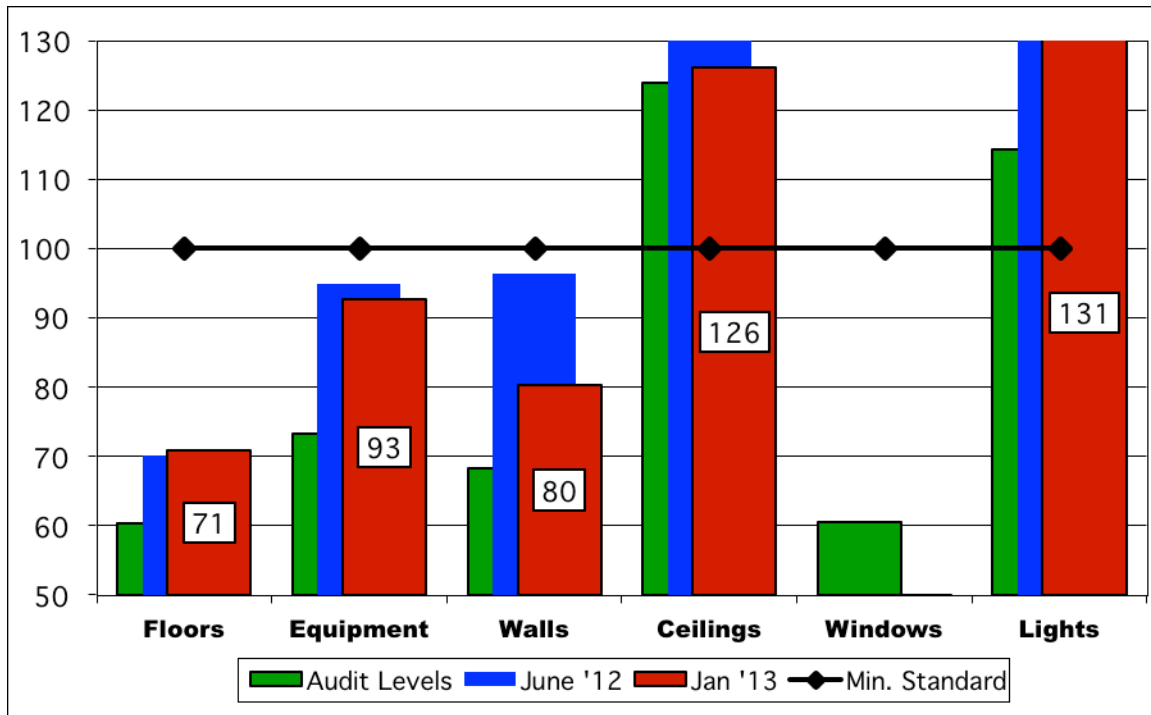


	<u>JULY '12</u>	<u>JAN '13</u>
QUALITY FACTOR:	93%	95%
ABOVE STANDARD:	2	2
STANDARD:	0	0
BELOW STANDARD:	6	9
Highest Rated Area:	<u>Classroom C3, 1st Floor, HMS, +0.5</u>	
Lowest Rated Area:	<u>Williams Kindergarten, 1st Floor, HPS, - 5.2</u>	

COMMENTS

Classrooms are slightly improved, now at 95%. As was the case in July, only two areas were above standard. The gap, however, between highest and lowest scores is only half of what it was six months ago, with scores ranging from +0.5 to -5.2. A smaller point gap usually indicates that people are on the same page when it comes to procedures and frequencies, which leads to greater consistency. Floors are up slightly to 88%. While floor finish and serious soil build up need to be handled as project work, cobwebs, litter, spills and scuffs should be handled as part of daily procedures. We should also note that carpets in vinyl tiled rooms were litter free.

Washrooms:

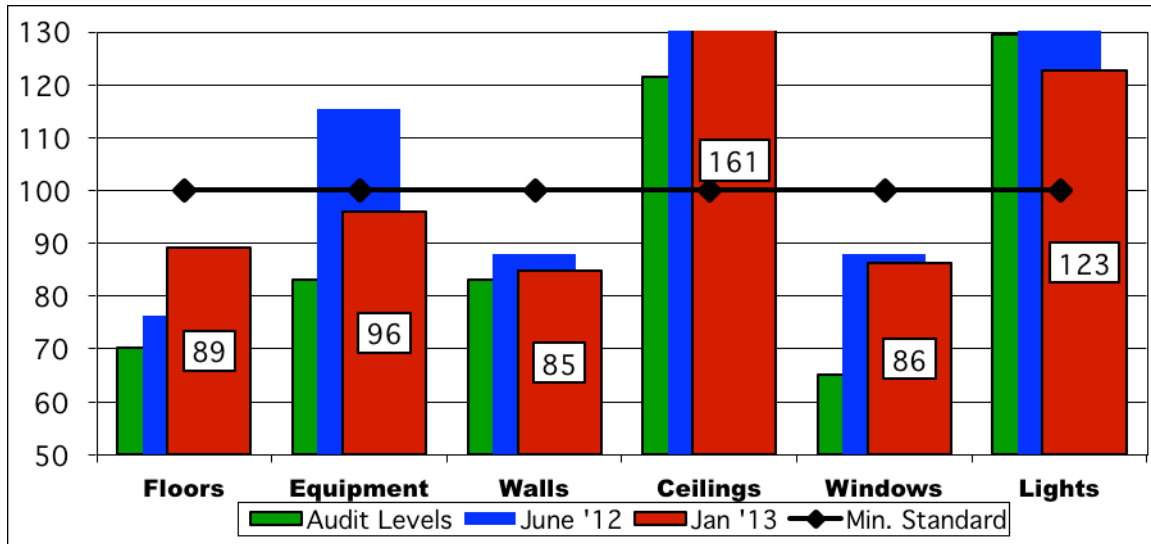


	<u>JULY '12</u>	<u>JAN '13</u>
QUALITY FACTOR:	89%	84%
ABOVE STANDARD:	1	0
STANDARD:	0	0
BELOW STANDARD:	5	7
Highest Rated Area:	<u>Girls Bathroom D group, 1st, HMS, -0.9</u>	
Lowest Rated Area:	<u>Boys Room near 1st Grade, 2nd, HPS, -14.3</u>	

COMMENTS:

Restrooms remain the lowest rated area type, down five points to 84%. Every rated area was below standard and the average score was almost four points below standard. Floors are up a single point to 71%. Aside from the occasional cobweb or litter, the problem is still soil film. Every area had deductions from slight to overall, with the low rated Boys Room listed above being the worst. These floors needed a great deal of project work in 2011 to remove years of built up soil film and finish, and clearly that has not yet been completed. Both fixtures and walls and stalls lost ground this January, two and thirteen points respectively. Custodians do know how to clean these surfaces – washrooms simply must be made a higher priority.

Lobbies & Corridors:

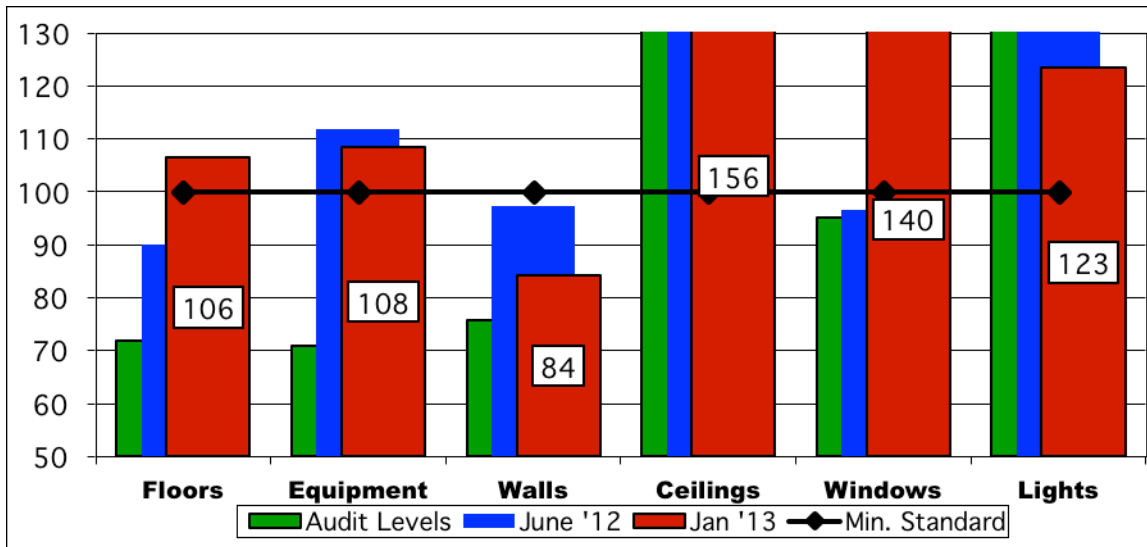


	JULY '12	JAN '13
QUALITY FACTOR:	91%	94%
ABOVE STANDARD:	1	1
STANDARD:	0	0
BELOW STANDARD:	3	2
Highest Rated Area:	<u>Entry Lobby, 1st Floor, HPS, +0.7</u>	
Lowest Rated Area:	<u>Hall from B146 to B139, 1st Floor, Brooks., -5.0</u>	

COMMENTS:

The Overall Q for Lobbies/Corridors is up three points to 94%. Floors are finally showing improvement, up thirteen points to 89%. Issues with low gloss and soil film, again, need floor work; spills, scuffs, litter and cobwebs, however, are part of daily care and should be in better shape. Both walls and equipment, handled by day staff, lost points and are below standard. With an extra half hour daily, these numbers should be going up, not down.

Miscellaneous:



	<u>JULY '12</u>	<u>JAN '13</u>
QUALITY FACTOR:	72%	99%
ABOVE STANDARD:	0	4
STANDARD:	0	0
BELOW STANDARD:	4	5
Highest Rated Area:	<u>Stack Area, Reference to 307-331, 1st Flr, Brooks, +2.2</u>	
Lowest Rated Area:	<u>Library, 1st Floor, HMS, -2.0</u>	

COMMENTS:

Two conference rooms, two library areas, the Smith Gym, the HMS Art room, a prep room and an activity room were rated in this group. Four of the nine areas we looked at were above standard and the average net was just below standard. Both floors and equipment are well above standard at 106% and 108%. Walls fell sharply, dropping by thirteen points to 84%. While the Smith Gym was the most problematic, every area had deductions for streaks, scuffs, dust, soil film and/or marks and fingerprints. Aside from walls, this is decent, consistent work.

SUMMARY

On the whole, these results do show that the gains made after initial installation have not disappeared. The Overall **Q** remains at 93%. Every area type except washrooms has shown some improvement.

The gap between Hanscom and Lincoln campuses has disappeared. Lincoln scores are up four points to 94%, at Hanscom a two point drop yielded a quality factor of 95%. The Overall **Q** for both campuses is at 93% because washrooms, the lowest rated of the area types, are weighted at 25% of the total.

Of the three major elements, across all area types, only equipment is above standard at 101%. Floors are 88% and walls are the lowest at 83%.

Washrooms still need project work as well as adherence to the methods brought in with initial installation. Scores ranged from a high of -0.9 to a low of -14.3. Both campuses share this problem: Hanscom, with a **Q** of 82%, had the highest and lowest scores. Lincoln was not much better at 85%.

What holds this program back has not changed in the months following installation. Lack of consistent supervision removes the kind of feedback that is both professional and authoritative. The Standards System frequencies and procedures need to be constantly reinforced. Presently, there is no one with the time and authority to take this on. The other drain on the program is, of course, the lack of adequate staffing at the Lincoln campus. Hopefully, this will be addressed in the next fiscal year.

A one day training session in February should reinforce the basics of the system, especially in washrooms.

The next set of ratings will be scheduled with Mike Haines late in the spring semester of 2013.