



LINCOLN PUBLIC SCHOOLS

BUCKNER M. CREEL
ADMINISTRATOR FOR BUSINESS AND FINANCE

May 1, 2015

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

Subject: Annual 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 during the last contract negotiation.

Recent review. Independent reviews by SSI have been conducted annually with reports provided to the School Committee. 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, large strides have been made in the custodial work process and we anticipate continuing to move forward over time. We have implemented almost all suggestions provided by SSI over the past few years with good to very good results.

SSI returned on April 17, 2015 to rate our overall cleaning process. Their summary report is attached. SSI again found that our initial improvements have remained in place. We are comfortable stating that these improvements are now considered standard operations and will remain as such. Previous reports indicated that we concentrated on areas found to be lacking and somewhat neglected areas that met or exceeded standards. Improvements are reported in this area and we feel that this reflects adjustments to our standard operational practices.

Of interest in the latest report was the reported poor cleanliness condition of the HPS restroom floors. I received a call from SSI asking if these floors were to be cleaned after their inspection. The short answer was no. After speaking to the custodian in charge of those floors, I requested he take a look at all restroom floors and their described condition. He was very surprised at the condition and described it as a film over all of these floors. Through further investigation, we discovered that the custodians at Hanscom had reversed the cleaning order and put the disinfectant down second instead of first. This led to the restroom floors looking great while damp but horrible when dry. The disinfectant was leaving a film over the entire restroom floor. This of course was rectified immediately.

The HPS restroom cleanliness improvement is an example of things that we learn each year while improving our cleaning protocol. Our custodial staff has taken the knowledge we gained over the last year and incorporated it into our daily tasks. The custodians have kept up with the improvement(s) that we have made over the past few years and greatly improved the areas where we were the weakest. This is another

example of why annual custodial training is necessary and beneficial to the students, staff and families we serve in the Lincoln community.

We still have not fully implemented the SSI program; we are not able to conduct cleaning inspections on a daily / weekly basis, although we are making strides in this area. In addition, staff absences, while unavoidable, can still lead to inconsistent cleaning results. Certainly, the addition of the .5 FTE position on the Lincoln campus has helped us out and we thank the School Committee for backing that position. The District has 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.

Once again, this year, there have been times when long staff absences (30 days and longer) 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.

Our commitment for more input and more decision making of our lead custodians continues to be successful. Monthly and ongoing weekly meetings keep the communication avenues flowing in both directions. Lead positions are directly responsible for much of the improvement seen to date. They continue to regularly communicate 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 continued to produce shorter response times to support needs as well as allows the leads to receive special information in a timelier manner. By continuing along this path we believe we will eventually get more regular inspections up and running at a time in the not so distant future.

Future actions. We will continue the periodic reviews and training sessions to be conducted by SSI. These trainings have proven to be exceptionally beneficial to continuing the improvements needed to meet our goals and we believe they will continue to do so into the future. We hope to continue these SSI reviews for the next several fiscal years as we re-shape our custodial practices.

P.O. BOX 648
THORNDIKE, MA 01079
PHONE: 413-283-5221
E-MAIL: ssipar@ssistandards.com

SANITATION **S**YSTEMS **I**NCORPORATED
Established 1957
Program Architects of Cost Controlled Quality Cleaning

2014-15 RATING REPORT # 2

TO: Buckner Creel, Administrator for Business & Finance

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

RE: Second Rating Report of 2014-'15

COPY: Michael Haines

DATE: April 28, 2015

On April 24, 2015, the second set of ratings for the academic year 2014-'15 was taken at Lincoln Public Schools. Thirty ratings were taken overall: sixteen on the Lincoln campus and fourteen at Hanscom.

The Overall Quality Factor (**Q**) declined slightly, from 99% to 98%. Sixteen of the rated areas were above standard, one was at standard and thirteen were below. In September those numbers were thirteen above, three even and twelve below.

Only Lobby/Corridors showed improvement over September, up by six points to 103%. Classrooms remained at standard, Miscellaneous fell two points to 100%, Offices four points to 99%, and Washrooms plunged eight points from 96% to 88%.

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)
4	Offices	15%	92.3	81.9	81.6	99%	83%
10	Classrooms	25%	88.9	78.7	78.7	100%	86%
7	Restrooms	25%	93.1	89.9	86.5	88%	93%
6	Lobbies/Corridors	20%	91.0	86.1	86.9	103%	102%
3	Miscellaneous	15%	91.0	85.9	85.8	100%	98%
30		100%					

Weighted Appearance Standard: **86.7**

Quality Factor: **98%**

Weighted Working Standard: **84.6**

Appearance Index: **91%**

Weighted Actual: **83.8**

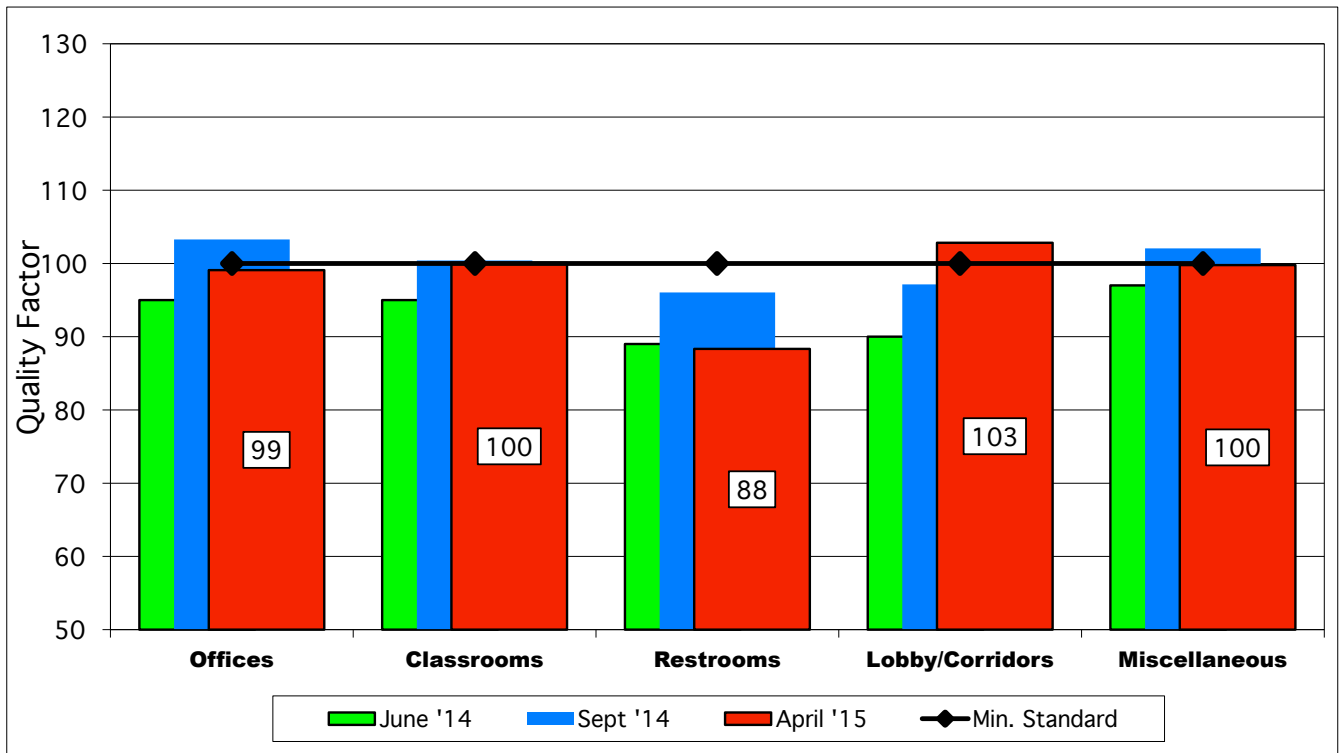
* Based on percent of total cleanable area AND relative importance of area type to overall building function.

** 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.

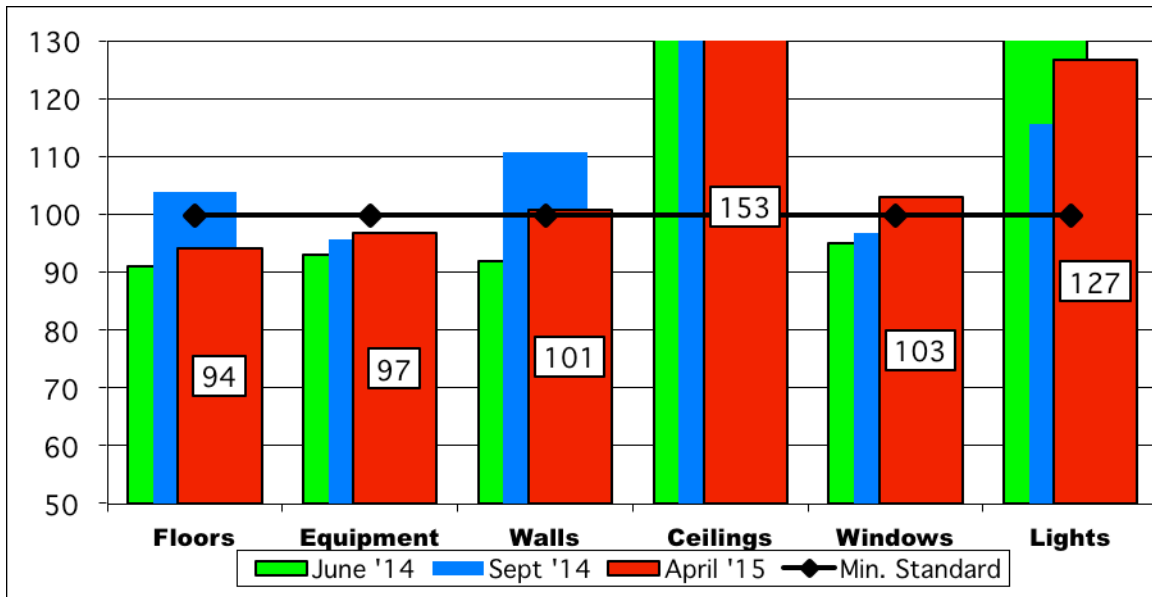
+ The level attainable after allowing for deductions under Order and Engineering/Maintenance on the rating sheets. ACTUAL performance is measured against the WORKING STANDARD.

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

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



Offices:



	<u>SEPT '14</u>	<u>APRIL '15</u>
QUALITY FACTOR:	103%	99%
ABOVE STANDARD:	1	2
STANDARD:	0	0
BELOW STANDARD:	2	2

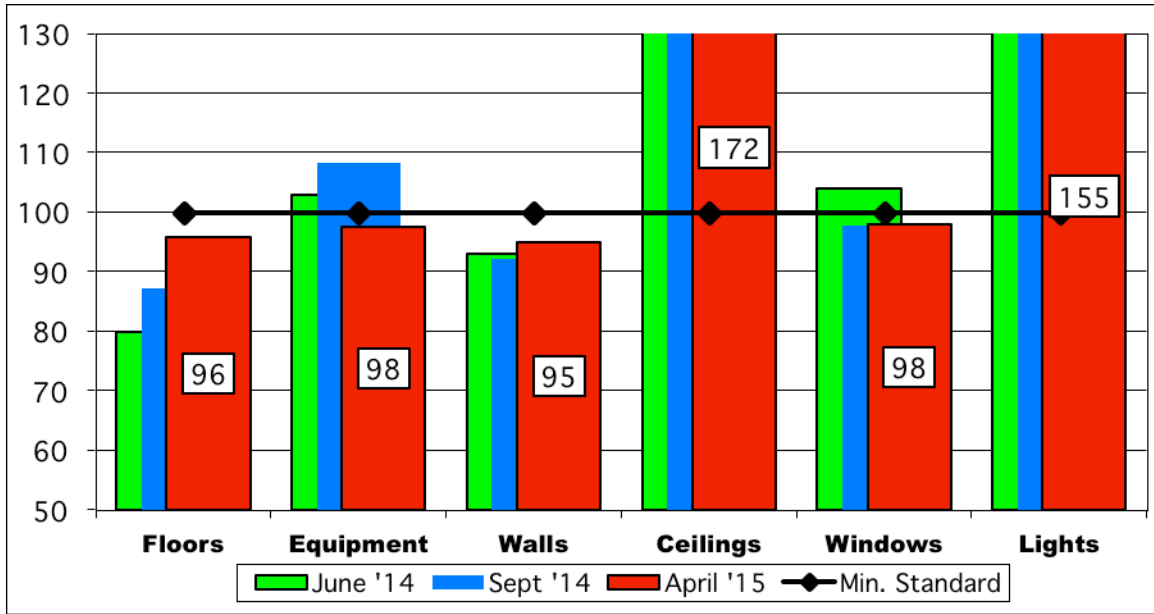
Highest Rated Area: Office B124, 1st Floor, Brooks, +4.0

Lowest Rated Areas: Front Administrative Office, HPS, -3.7

COMMENTS:

Offices dropped four points from September because floors and walls were both down by ten points. This was more than enough to offset slightly cleaner walls and windows. Just the same, they are close to standard, with only the Administrative office in HPS being in arguably difficult shape. Soil film on the carpet after a winter like this past one is understandable, but the widespread dust in that room really should have been dealt with.

Classrooms:

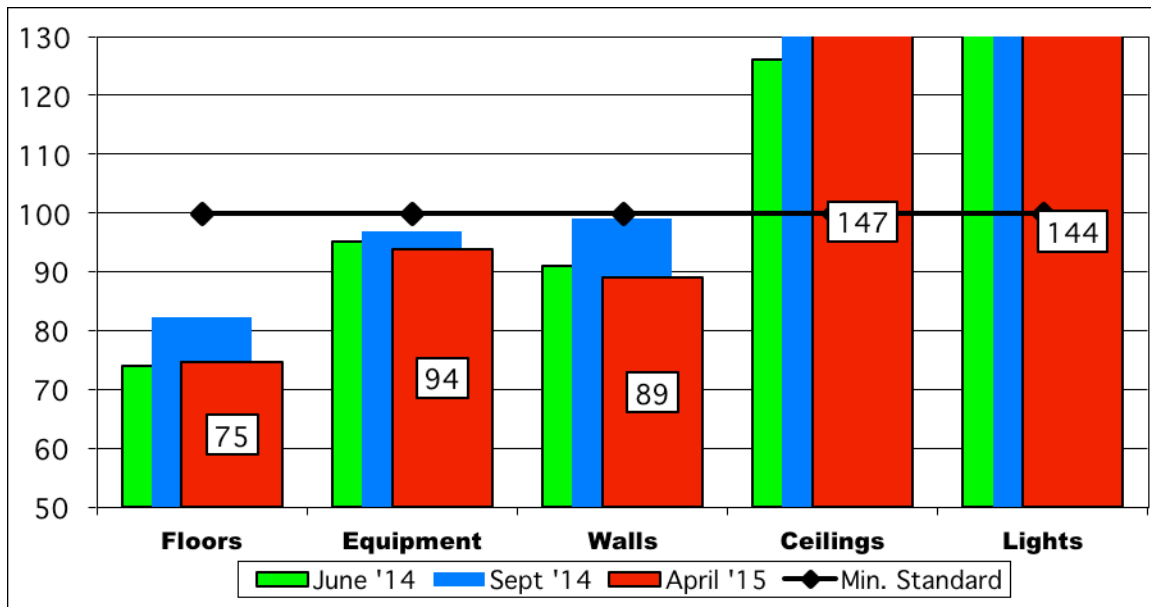


	<u>SEPT '14</u>	<u>APRIL '15</u>
QUALITY FACTOR:	100%	100%
ABOVE STANDARD:	3	5
STANDARD:	1	0
BELOW STANDARD:	3	5
Highest Rated Area:	<u>Classroom B15, 1st Floor, HMS, +4.2</u>	
Lowest Rated Area:	<u>Classroom L104, 1st Floor, Link, -3.9</u>	

COMMENTS

These are good results in classrooms. Floors are up nine points over September, which means the break was put to very effective use in that area. Furniture declined, but is only slightly below standard, and walls actually showed some slight improvement. Windows are not great, but the cobwebs have definitely been reduced in most areas, which shows some real progress.

Washrooms:



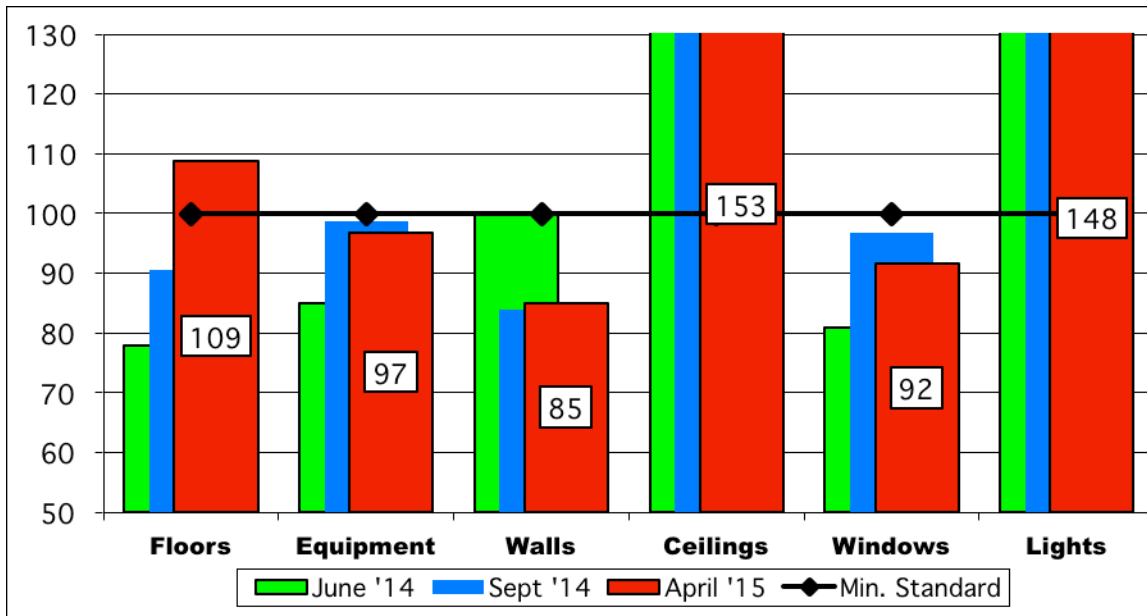
	<u>SEPT '14</u>	<u>APRIL '15</u>
QUALITY FACTOR:	96%	88%
ABOVE STANDARD:	4	2
STANDARD:	0	0
BELOW STANDARD:	4	5
Highest Rated Area:	<u>Boy's Room near S100, Smith, +0.6</u>	
Lowest Rated Area:	<u>Boy's Room by Multipurpose Rm, HPS, -13.2</u>	

COMMENTS:

Washrooms took a dive, finishing at a rather dismal 88% of minimum standard levels. The cause is not hard to locate: Hanscom Middle School. The two washrooms rated there had very dirty floors, with the Boys Room by the Multipurpose Room being a rather disgraceful 13.2 points below standard. A quick glance at a few others showed that this was not unusual, the floors in particular looked poor in most of the other washrooms as well.

Outside of those two areas the results would have been a Q of 96%; not great, but not disgraceful. Many of the sinks need to have soil film removed the underneath the front and sides, and there was the usual collection of scuffs and fingerprints on various surfaces, but cleaning up HMS floors will have a great benefit all around.

Lobbies & Corridors:

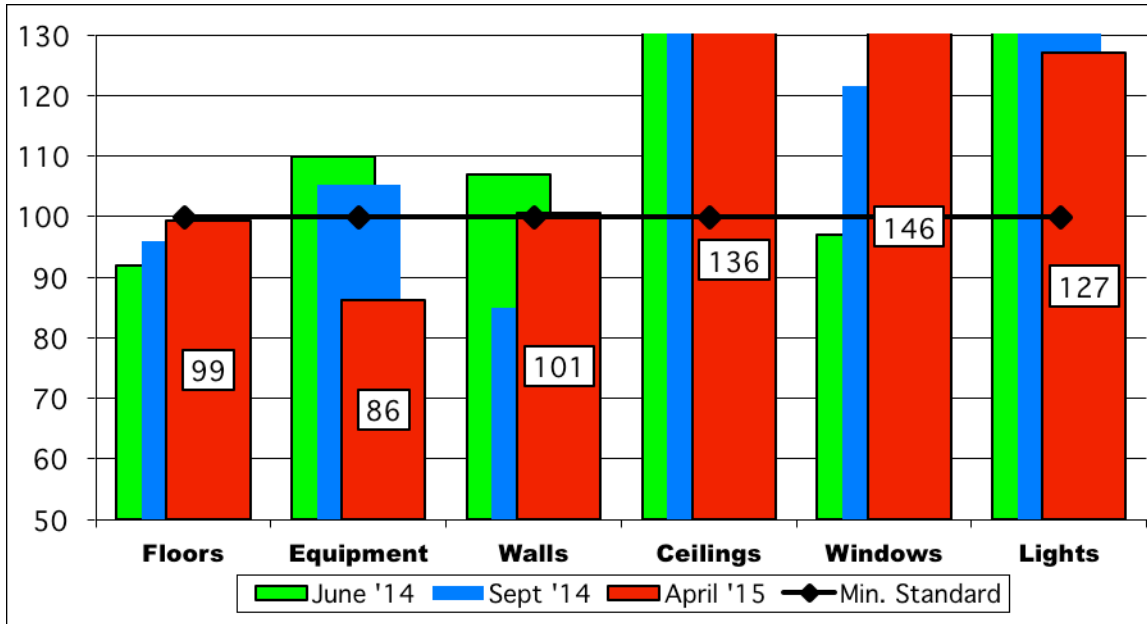


	<u>SEPT '14</u>	<u>APRIL '15</u>
QUALITY FACTOR:	93%	103%
ABOVE STANDARD:	0	5
STANDARD:	0	1
BELOW STANDARD:	4	0
Highest Rated Area:	<u>Hall from S-131 to S-123, 1st Floor, Smith, +2.3</u>	
Lowest Rated Area:	<u>Corridor past Preschool, 1st Floor, HPS, 0.0</u>	

COMMENTS:

Floors account for 40% of the overall score in corridors, and when they are at 109% then that’s a great boost to the overall appearance. Six areas were rated and none were below standard – the only area type where that occurred. Interestingly, two of the areas with the heaviest deductions on walls were in Hanscom Middle School; the floors looked so good that they appear to be ignoring the walls. There were heavy marks, fingerprints, soil film and scuffs throughout the areas.

Miscellaneous:



	<u>SEPT '14</u>	<u>APRIL '15</u>
QUALITY FACTOR:	102%	100%
ABOVE STANDARD:	2	2
STANDARD:	1	0
BELOW STANDARD:	1	1
Highest Rated Area:	<u>Stack Area: Student Made Materials, Library, Link, +3.8</u>	
Lowest Rated Area:	<u>Large Conference Rm. off Lobby, HPS, -5.7</u>	

COMMENTS:

Miscellaneous included a library stack area in the Link, the drop off room in Hartwell and a conference room at HPS. The group dropped slightly, primarily because of the large Conference Room just off the lobby in HPS. It was 5.5 points below minimum and was also the only one of the three below standard. A dirty carpet in April is understandable, but the amount of dust and soil film on furniture and walls is not. Routine dusting and spot cleaning, never mind some project work over the break, should have had this area in much better shape.

SUMMARY

In the overall picture the real issues appear to be at Hanscom, particularly in the washrooms.

Hanscom was down four points overall, finishing at 94%. The difficulty, however, was clearly at the primary school, which dropped from a mediocre 94% to a poor 90%. The middle school, for good reason of course, was above standard at 101%, only three points below September.

Lincoln, on the other hand, held on to the 101% it achieved in September. And given the type of winter just past, this is no small achievement. Between shifts the ratings appeared pretty much even at Lincoln.

The difference between campuses showed most dramatically in restrooms. At Lincoln, three areas were rated: two above, one below, with a consistent spread between them of only 1.6 points, and an overall **Q** of 100%.

At Hanscom it was the opposite: all four areas were below standard, including the middle school, with a spread of almost a dozen points between bad and worse. When graphed on their own, the overall **Q** was 82% - a deplorable number at the end of a break week.

There may well be personnel or absentee reasons underlying some of these issues; we only go in and measure the results. But the area to work on would appear to be pretty obvious to us.

The next set of ratings will be arranged with Mike Haines at his discretion.