



*"Simply the Best"*

**Finance & College Operations**

**Custodial Operations**

**Program Review**

**Emanuel A. DaSilva**  
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## *De Anza Custodial Department Program Review Outline*

### **Mission of Department**

To provide De Anza's students, faculty, staff and the public with a clean, safe, and sanitary environment for learning and teaching through out the campus.

### **Administrative Unit Outcome**

1. Students and staff will report that classrooms, restrooms, common areas, and offices are clean.

*Students and staff will be polled to determine level of cleanness of the college.*

2. Students and staff will report the custodial crew is courteous and provides assistance, when asked.

*The custodial crew will be polled to determine the frequency of assistance they provide to students and staff.*

**Number of FTEs:**

1 Custodial Manager:	adjusts to cover all shifts
0 Custodial Supervisors:	<b>Position Eliminated in 2008</b>
3 Lead Custodians:	1 on the day shift; 1 on the middle night shift; 1 on the night shift
14 Custodians:	2 on the day shift; 2 on the swing shift; 3 on the early night shift; 7 on the night shift
	<b>7 Custodial positions were eliminated since 2008</b>
5 Campus Center Custodians:	1 Lead Custodian; 1 custodian on the swing shift; 3 Custodian on the early night shift
1 Maintenance Worker:	1 on the day shift
Total Lead Custodians & Custodians per shift:	4 on the day shift, 3 on the swing shift and, 7 on the early night shift, 8 on the night shift
Total Maintenance Worker:	1 on the day shift
Total of Lead Custodians, Custodians and Maintenance workers: 22 Lead Custodians, custodians, and 1 Maintenance worker	

Day shift	6:00 am–2:30 pm, Monday-Friday	<b>2 Lead Custodians, 2 Custodians, and 1 Maintenance Worker</b>
Swing shift	1:30 pm–9:30 pm, Monday-Thursday, and on Fridays 6:00 am - 2:30 pm	<b>3 Custodians</b>
Early Night Shift	5:00 pm-1:00 am, Monday – Thursday and on Fridays 1:30 pm to 9:30 pm	<b>1 Lead Custodian, 5 Custodians</b>
Night shift	10:00 pm - 6:00 am, Monday-Thursday, and on Fridays 4:00 pm – 12:00 am	<b>1 Lead Custodian 6 Custodians</b>
Weekend shift	10:00 pm 6:00 am, Monday, Thursday and Friday; Saturdays 3:00 pm -11:00 pm;	
	Sundays 1:00 pm – 9:00 pm	<b>2 Custodian</b>

## BUDGET

<b>Proposed for 14-15</b>	<b>Funded for 14-15</b>	<b>Augmentation for 14-15</b>	<b>Commitment 14-15</b>	<b>Encumbered 14-15</b>	<b>Actual Budget for 14-15</b>	<b>Deficit 14-15</b>
A - \$ 1,000,000.00	\$ 1,573,419.54	\$ 0	\$ 0	\$ 0	\$ 1,550,883.43	\$ 0
B - \$ 135,000.00	\$ 86,523.00	\$ 69,231.22	\$ 0	\$ 0	\$ 170,217.28	\$0
<b>Proposed for 15-16</b>	<b>Funded for 15-16</b>	<b>Augmentation for 15-16</b>	<b>Commitment 15-16</b>	<b>Encumbered 15-16</b>	<b>Actual Budget for 15-16</b>	<b>Deficit 15-16</b>
A - \$ 1,557,209.90	\$ 1,557,209.90	\$ 0	\$ 0	\$ 0	\$ ?	\$ 0
B - \$ 156,000.00	\$ 86,523.00	\$ 176,600.00	\$ 0	\$ 8,013.88	\$ ?	\$ 0

## **Strengths**

- a) Quality service oriented personnel
- b) Teamwork oriented personnel
- c) Ability to work independently
- d) Safety conscious personnel
- e) Honest and hardworking personnel
- f) Maintained outstanding attendance
- g) Very motivated personnel

## **Weaknesses**

- a) Insufficient custodial staffing
- b) Insufficient custodial storage space
- c) Insufficient electrical carts
- d) No supervisor
- e) Outdate custodial equipment

## **Trends Noted**

Negative:

- 1) The increased cleaning square footage will continue to have an adversely affect custodial department if additional custodial personnel are not hired to cover the new facilities. These additional square footages are affecting the already the understaffed seventeenth time custodian's, excluding the Campus Center custodians, ability to provide adequate quality cleaning, furniture moving, continuous project cleaning, and event coverage no relief personnel for absent custodians.
- 2) Weekend College and other weekend activities affect the overall custodial department's ability to provide quality custodial service due to an increased high volume use of campus facilities on weekends, holidays and VIP visits to the campus. The department currently assigns overtime to clean for Weekend College classes, which the department is not receiving additional funds to cover the overtime expenses.
- 3) The continue request for additional cleaning for special events and VIP visits are affecting the cleaning of other areas on campus. The department has to reduce the cleaning services to classrooms, offices and restrooms to provide the cleaning services to the areas the VIPs are visiting, and the location of the special event.

Positive:

- 1) The changing of the cleaning frequency in the office areas from five times weekly to twice a week to keep up with the higher demand and short staffing.
- 2) The additional hires to cover the night shift and a weekend hire to cover the weekend college and other weekend activities, thus reducing the overtime costs to the department.
- 3) Each custodian has a Verizon Radio for communication with College Operations, Line Custodians, Management, and on emergencies.

## Quantitative Workload Measurements

Custodial Services has a small staff and a larger service area than in past years. The average number of square feet in a workload for each custodian can be determined by dividing the square footage by the number of full-time employees. The total square footage is determined by summing the state assigned square footage (ASF) and the unassigned square footage (USAF) from the total number of DAC buildings. The ASF consists of classrooms, office and labs while the USAF consists of circulation areas (lobbies, corridors, and stairwells), restrooms and custodial closet space.

State Assigned Square Feet (ASF)			981680
Unassigned Square Feet (USAF)			
	Circulation Areas (lobbies, corridors, stairwells)	80,759	
	Restrooms	17,741	
	Custodial Closet Space	1,502	
	Da Corp. Yard	5,546	105748
Total square footage			724428
Total number of FTE-Custodians			22
Average square feet per custodial workload			32,929

The average square footage in a workload can be determined by this formula, yet each custodian may not actually be assigned this average. The actual workload square footage must take into account the differences in work areas (e.g. classroom, office, restroom, lecture hall, library, etc.), the differences in the floor surfaces (carpeted, concrete, tile or resilient), use of the facilities, and the time required to clean these different workspaces. The actual workload square footage must also take into account the differences in work shift, and task assignments (5-person day shift focuses on prep coverage of entire campus while 12-person swing, early night and night shift focuses on more thorough service to the campus).

According to the APPA Custodial Staffing Guidelines for Educational Facilities, the expected standards and levels of custodial services, provided to the college campus, can be determined by identifying the number and type of standard spaces (classrooms, offices, etc.) on campus. The square footage for each standard space, the amount of time required for each standard space, the number of employees available and the productive work time available. The number of square feet assigned to each custodian by standard space will determine the level of service provided to that space. The smaller the number of assigned square feet for a standard space, the higher the level of appearance. For example, a custodian with 420 minutes per shift assigned a space of 16,700 square feet of classroom with hard floor will provide a higher level of service than a custodian assigned 45,600 square feet.

### APPA Staffing Service Levels (subset used as an example)

APPA Standard Space	Level 1 Orderly Spotlessness	Level 2 Ordinary Tidiness	Level 3 Casual Inattention	Level 4 Moderate Dinginess	Level 5 Unkempt Neglect
Classroom with hard floor	8500	16700	26500	39500	45600
Classroom, hard floor, high use	4700	9600	10100	2100	22900
Classroom, carpeted, high use	5100	12700	13400	17900	18800

## **APPA Standards**

### **Level 1- Ordinary Spotlessness**

- 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 not accumulation of dust, dirt, marks streaks, smudges, or fingerprints. Lights all work and fixtures are clean.
- Washroom and shower fixtures and tile gleam, and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners hold only daily waste, are clean, and are odor-free.

### **Level 2 – Ordinary Tidiness**

- Floors and base moldings shine and /or bright and clean. There is no buildup in corners or along walls, but there can be up to two days worth of dust, dirt, stains, or streaks.
- All vertical and horizontal surfaces are clean, but marks, dust, smudges, and fingerprints are noticeable upon close observations. Lights all work and fixtures are clean.
- Washroom and shower fixtures and tile gleam, and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners hold only daily waste, are clean and odor free.

### **Level 3 – Causal Inattention**

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

### **Level 4 – Moderate Dinginess**

- Floors are swept or vacuumed clean, but are dull, dingy, and stained. There is an obvious buildup of dirt and/or floor finish in corners and along walls.
- There is a dull path and/or obvious matted carpet in the walking lanes. Base molding is dull and dingy with streaks or splashes.
- All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints, and marks. Lamp fixtures are dirty and some (up to 5%) lamps are burned out.
- Trash containers and pencil sharpeners have old trash and shavings. They are stained and marked. Trash containers smell sour.

### **Level 5 – Unkempt Neglect**

- Floors and carpets are dull, dirty, dingy, scuffed, and/or matted. There is a conspicuous buildup of old dirt 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, all of which will be difficult to remove. Lack of attention is obvious.
- Light fixtures are dirty with dust balls and flies. Many lamps (over 5%) are burned out.
- Trash containers and pencil sharpeners overflow. They are stained and marked. Trash containers smell sour.

## **Administrative Unit Outcome Measurements**

Custodial Operations is qualitatively measured via monthly informal walk-through inspections of work areas. The department's staff has continued to provide adequate service to the facilities despite the increased workload. The department sends out annual surveys to the faculty, staff and students to solicit their opinions on the cleanliness of the campus, and the result of the surveys is that 53% of the faculty, staff, and students considered the campus to be cleaned.

## **Planning Agenda**

Much needed relief would be given to the Custodial Department should the Planning and Budget Team choose to support the request for an additional FTEs and supplementary funds for staffing, supplies, and equipment. Currently the custodial storage space size to accommodate supplies, stored furniture and miscellaneous items is inadequate and future storage space needs addressing during future expansion meetings.

Purchases of additional custodial equipment such as electrical carts will better serve our department and the needs of the college. The allocation of monies for additional carts will improve our safety and labor productivity by eliminating the time spent by custodians physically transporting equipment, furniture, supplies and garbage collection from one location to another.

The Custodial team will be committed to continual training and re-training in the areas of:

1. resilient floor care
2. handling of hazardous and infectious waste
3. carpet care
4. hazardous communication program
5. chemical safety
6. "Green Cleaning" procedures and products
7. Districtwide-initiated training programs

## **Comments**

1. In support of our mission statement, Custodial Operations has a staffing of 1 manager, 4 lead custodians and 22 custodians maintaining approximately 724,428 square feet of areas to clean. This translates to an average of 32,929 square feet (at 100% staffing) to 48,296 square feet (at 70% staffing that is six custodians absent) of areas to clean per custodian.
2. These dedicated and experienced custodians do good work with an average of 75% attendance due to vacations, sickness and injuries. However, they will not be able to sustain this level for a long period. This is evident by the higher sick leaves and injuries.
3. During the past three years, Custodial Operations had its budget request reduced and the department started the fiscal year with a shortfall. The addition of the new buildings, the East Cottage House (Fall 2011) and the Media Learning Center (Fall 2012) has increased



the cleaning square footage of the department's staff. This will pose some challenges to the custodial department, and in response to these challenges; the department will have to implement reduced levels and frequencies of cleaning in the office areas, eliminate window cleaning, and eliminate resenting of the desks in the classrooms. In addition, the department will have to reduce the major deep cleaning work such as carpet shampooing, floor refinishing which would have been done during the summer break. In addition, the department is responsible for all set-ups on campus, which will limit the staff to small set-up and contracting out for larger set-ups.

4. The custodial department's staffing is to the point that it does not have the ability to cover for absent custodians without doubling the work of others. In essence, a significant reduction of cleaning services to all buildings on campus is needed to compensate for the extra effort needed during periods of staff absenteeism.
5. The opening of the Cottage House (2,755 sq ft, fall 2011) and the opening of the Media Learning Center (68,850 sq ft, fall 2012) will pose a challenge for the department to provide adequately clean without any additional FTEs. To service these areas, each custodial assignment will increase the average from 32,929 to 36,183 square feet, given that all custodians are present to work. At 70% staffing, these averages will be 45,877 square feet per custodian.

The increase in the total amount of the cleaning square footage from 724,428 to 734,033 will reflect APPA's Level 4 cleaning. To increase the level of cleaning service to APPA's Levels I, II or III the FTE levels of the department will need to be adjusted, using APPA's custodial staffing guidelines, as per the chart listed below.

Additional FTEs needed for APPA's Level I service:	49 for a total of 69 FTEs
Additional FTEs needed for APPA's Level II service:	26 for a total of 46 FTEs
Additional FTEs needed to maintain APPA's Level III service:	5 for a total of 25 FTEs

## **Strategic Planning**

1. ***How does your program or service respond/address the College's Strategic initiatives?*** The custodial department address the Participation & Support for Underserved Populations, section (B) Increased retention of new and returning target-group students through improved linkage to services and improved teaching.
2. ***Which initiatives does your program or service respond to and in what ways can the response be measured or evaluated?*** The custodial department has various bilingual employees, who speak Chinese, Cantonese, Mandarin, Spanish, Portuguese, Vietnamese, and Tagalog. The diverse ethnicity of the department can provide some students with directions to classrooms or offices in their native language, thus providing a friendlier and a comfortable learning environment to the students, which will assist in increasing the retention of these students. In addition, it can be evaluated by a survey being given to the students in their third week of classes to rate the value and quality of cleanliness provided.

3. **How does the work of your program or service respond to increased access, growth, and retention and/or student equity?** The custodial department provides an environmentally clean and pleasant atmosphere conducive to teaching and learning. The custodial department's diverse ethnicity provides the students directions, in their native language, to classrooms, offices, and student services thus increasing the student's access to the College. This diversity may increase growth by current students mentioning the diversity of the department to friends who may be potential new students and in the retention of the current students.
4. **What other programs/services are you working with to accomplish your proposed goals/outcomes?** The custodial department works with all divisions to provide a clean, sanitary and safe environment for De Anza's students and Staff.
5. **What is important to understand about your program, or service and the consequences to the college if it was discontinued or reduced?** Discontinuing or reducing the custodial department, will have an immediate impact on the cleanliness and appearance of the college. Lower levels of cleanliness in classrooms, restrooms, locker rooms, and dining areas will reduce the quality of the environment to teaching and learning. In addition, the diverse ethnicity assistance provided by the department's personnel would be reduced or lost.

**The following scenarios are reflective of the reductions in staff due to budget cuts.**

Reducing the custodial department's staff by five custodians:

- Total square footage 734,033
- Total number of custodians 17
- Total square footage per custodian 43,178

In the above scenario, the custodial department cleaning level will drop to below APPA's level five if all custodians report to work. However, when the staffing falls to 80%, the level of service will be further reduce below APPA's level five.

Reducing the custodial department's staff by six custodians:

- Total square footage 734,033
- Total number of custodians 16
- Total square footage per custodian 45,877

In the above scenario, the custodial department cleaning level will drop below APPA's level five if all custodians report to work. However, it will difficult for the custodial department to maintain the level of service when the attendance falls to 80% staffing. The level of service will be reduced further below the APPA's level five.

Reducing the custodial department's staff by eight custodians:

- Total square footage 734,033
- Total number of custodians 14
- Total square footage per custodian 52,430

In the above scenario, the custodial department cleaning level will severely drop to APPA's level five if all custodians report to work. However, the custodial department will only be able to maintain restrooms when the attendance falls to 80% staffing. This will bring the service to levels further below APPA's level five.

**The following scenarios are reflective of the reductions in staff due to budget cuts, cont.**

**Level 4 – Moderate Dinginess**

- Floors are swept or vacuumed clean, but are dull, dingy, and stained. There is an obvious buildup of dirt and/or floor finish in corners and along walls.
- There is a dull path and/or obvious matted carpet in the walking lanes. Base molding is dull and dingy with streaks or splashes.
- All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints, and marks. Lamp fixtures are dirty and some (up to 5%) lamps are burned out.
- Trash containers and pencil sharpeners have old trash and shavings. They are stained and marked. Trash containers smell sour.

**Level 4 cleaning will consist of the following**

- Trash cans in offices will be emptied weekly
- Sweeping and Vacuuming will be cleaned weekly
- Spots on floor and carpets will be cleaned weekly
- Dusting will be monthly
- Classrooms will be swept 3x per week
- Door window glass will be cleaned weekly
- Lobbies will be swept or vacuum 3x per week
- Hallways is be swept/vacuumed 3x per week
- Restrooms will be service daily
- Break room will be service daily

Students and staff will observe a general dinginess appearance to the college.

**Level 5 – Unkempt Neglect**

- Floors and carpets are dull, dirty, dingy, scuffed, and/or matted. There is a conspicuous buildup of old dirt 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, all of which will be difficult to remove. Lack of attention is obvious.
- Light fixtures are dirty with dust balls and flies. Many lamps (over 5%) are burned out.
- Trash containers and pencil sharpeners overflow. They are stained and marked. Trash containers smell sour.

**Below Level 5 cleaning will consist of the following**

- Trash cans in offices will be emptied 2 x per month
- Sweeping and Vacuuming will be 1 x per month

- Spots on floor and carpets will be Quarterly
- Dusting will be quarterly
- Classrooms will be swept 2 x per week
- Door window glass will be cleaned annually
- Lobbies will be swept or vacuum 1 x per week
- Hallways is be swept/vacuumed 1 x per week
- Large trash will be placed in common areas, so staff can empty their personal trash receptacles
- Restrooms will be service daily
- Break room will be service daily

Students and staff will observe unkempt cleanness of the college.

# De Anza Community College Custodial Organizational Chart as of March 2016



