

San Joaquin Delta Community College

MZ Custodial Audit 2003 – 2004

Custodian Division



**San Joaquin Delta Community College District
5151 Pacific Avenue
Stockton, CA 95207**

San Joaquin Delta Community College

MZ Custodial Audit 2003 – 2004



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FM Memorandum - 12.16.03



MZ Audit – December 2003



SJDC – Job Descriptions



College Survey – Santa Clarita CCD



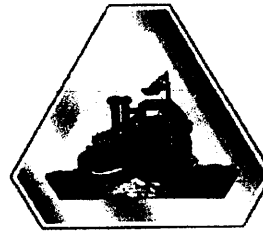
College Survey – Conducted by SJDC 2003



Delta Proposed Coverage 2004/05



Delta Custodial Proposed Budget Options A & B



Memorandum

Date: December 16, 2003

TO: Andy Dunn - CBO

FR: TC Arbuckle

RE: *Custodial Program Review and New Profile*

Profile -

Delta's Custodian Program has been a longtime provider of services overlooked as a professional asset in the continued service to the education goals of the College. The following are proposed recommendations with possible clarification or updated job-descriptions that would provide for a new awareness by the educational community. The goals are to reduce the high-labor and low-efficiency on the daily task of Health and Safety Cleaning. The needs of change are to fill the frozen classifications, aligning the associated job descriptions to provide different levels of cleaning, producing individual cleaning routes of equality, and a master schedule for improving the service levels to all of the campus spaces, restrooms, and the recycling program. Clyde Gordon Report and the MZ Audit both agree that the staffing entitlements with adjusted job descriptions can provide a very good level of cleaning service (25-Custodians, 6-GSW, 1-Atherton).

Labor Saving Adjustment:

The existing practice of utilizing labor to clean the public areas during the time the buildings are populated is wasteful, error promoting, and a costly philosophy. Today's cleaning technology, equipment, and teaming methods are far more productive and efficient practices. The Audit performed by MZ Consultant have been utilized in the school and hospitality industry and can provide the needed level of cleaning, security, and control without major costs.

Delta can capture the opportunity with the necessary movement to start the change over in phases. ***The first phase*** is to build the Individual Cleaning Schedules for the total campus that will produce the Master Cleaning Schedule for movement into seven-day week coverage and other beneficial possibilities.

The second phase is the up-grade of the Custodian Training Program Support and Standardized Cleaning Tasks with timelines that will provide for the equality and common level of service to all spaces. The idea of Standards was identified and approved during the 1993 Clyde-Gordon Report. This phase was lacking in identifying acceptable times and training processes to maintain the service level. The Clyde Gordon Report identified other needs that had limited action taken to elevate Delta's coverage and performance. The 1997 Program Review again identified the need for changes and even the need to cover the Saturday and Sunday activities of classes / functions.

The 1997 Program review referenced the Custodian Manual that was adopted without standards of time and frequency of cleaning periods nor standard time-allocations for classrooms, offices, labs of like levels of difficulty. The 1993 and 1997 Program Reports even identified the following items that seemed to go without corrective measures being incorporated into the organization; a).. Inventory control, b).. Training, c).. Inspections.. d).. Removal of restrictions on cleaning times and access to areas.. e).. Daytime service to the restrooms.. and.. f).. The need for serviceable windows and lack of their cleaning.

The third phase is to provide the correct equipment and sizing of equipment for the staff to perform their tasks efficiently. The establishment of inventory storage closets that will allow proper care and loading of the buildings and reducing the "Out-of-Stock" conditions that eats up time away from cleaning.

Combining the 1993 Clyde Gordon report, the 1997 Program review, and now the MZ Custodian Audit Report, Delta has a very good base to move into the direction of Professional Cleaning Practices that will benefit the college and students and staff.

Locks and Access:

The opportunity for providing a higher level of labor efficiency with a level of security and control is during the modernization planned in the March 2004 Bond element. The Clyde-Gordon Report, the Program Review of 1997, and the MZ Audit all reported the need to allow Delta's cleaning staff to have access to areas they are responsible to clean (exceptions being only HR, Contract & Insurance, Purchasing, Business Services, and President Offices). The near-term possibilities for Delta to move forward with the "Total Smart Building" philosophy and programmable locksets may be accomplished from the 2004 Bond.

The new profile of a safe campus would have camera(s) located at open areas of the buildings, gates, and quad areas. The combination of a real-time camera, radio communication for all SJDC staff while at work, and a remote controlled gate opening-closing system will provide a very high level of security without an increase to the labor force.

Restroom and Recycling Programs:

The filling of the two (2) GSW positions and the four (4) custodial positions will allow opportunity to provide a higher level of service to the public restrooms and recycling programs. With the adjustments in clarification to the job descriptions, and establishing the Saturday and Sunday coverage the workforce can be utilized to service the public restrooms during the daytime hours and provide the emergency sanitizing when accidents happen during the time the campus is populated.

It is highly recommended to start working with the Human Resources Department, CSEA, and staff to produce a teaming environment that has common areas of responsibilities. The General Service Worker, Senior General Service Worker, Senior Custodian, Custodian, and Carpet Maintenance job descriptions are all common in the cleaning and removal of garbage and recycle items from the campus.

It is recommended that an Appreciative Inquiry (Ai) program be initiated with the HR and Facilities Management (FM) Divisions to promote the teaming and combining the common areas of responsibilities into the job descriptions. I understand that this is one option, however I believe the time and effort placed into this open "Ai" process will provide the desired outcomes without major conflicts in the future.

Recommendations:

- 1).. Provide the Complete Campus Staffing Plan with Individual Routes for all spaces that Custodians and General Service Workers are responsible for cleaning with tasks/frequencies identified and the degree or level of cleaning performed in the areas. Contract for MZ Proposal @ \$2,250.00.
- 2).. Align The Job Descriptions of Custodian, Senior Custodian, Carpet Maintenance Worker, General Service Worker, Senior General Service Worker, and a new Night Supervisor of Custodial or a Senior Lead II Level. This alignment will provide for flexibility of assignments by Management or Leads to perform cleaning tasks as deemed necessary. These assignments can be Health & Safety Cleaning, Carpet and Hard Floor Service, Restroom, open walkway cleaning, recycling collection, and setting up / taking down facility function furniture and equipment.
- 3).. Provide a Training Program and Inspection Program that will provide for the Senior Leads to be capable of Training new employees and refresher training for the continuation of proper cleaning methods to the standards with professional assistance periodically to support the on going training. The first step is to have the whole crew trained to Delta's Standards and then continue with the Leads to be Certified as Trainers and Inspectors. The Leads will be empowered and provided the in-service training and opportunity to obtain this level of expertise.

- 4).. Move the major cleaning force to the 10:00 p.m. to 6:30 a.m., Monday through Thursday days, and 3:00 p.m. to 11:30 p.m. on Friday. This crew would consist of two (2) Senior Custodian Leads and approximately fifteen (15) Custodians that will work in four (4) Teams. This will increase the wages by 5% per/hr after 12 Mid-Night as per contract for these individuals, however the increased cleaning time will be a 20% to 40% increase. With the alignment of the GSW(s) and Carpet Maintenance Workers' job descriptions, the level of cleanliness and Customer Service will rise to a level acceptable and appreciated by the students and staff.

Establish a swing shift consisting of a new job description (entitlement) of one (1) Senior Custodian Lead II Level or Night Supervisor, two (2) Custodians working 2:00 p.m. to 10:30 p.m. Tuesday through Saturday.

Establish a day shift consisting of one (1) Senior GSW Lead and two (2) Custodians and one (1) General Service Worker from 5:30 a.m. to 2:00 p.m. Monday through Friday.

Fill the two GSW FTE on hold and establish a General Service Worker shift for two (2) GSW staff members that will cover Sunday through Thursday. The Sunday hours are to be determined, and Monday through Thursday hours will be 11:00 a.m. to 8:00 p.m. to help with daytime / evening setups and restroom service.

- 5).. Fill the two (2) Carpet Maintenance Entitlements and place them into the same work schedule as the major cleaning force hours of 10:00 p.m. to 6:30 a.m. Monday through Friday.
- 6).. Assign the Administrative areas of responsibility to the Supervisor of Maintenance to be named Maintenance and Operations (M&O), and the Supervisor of Grounds to Supervisor of Grounds and Transportation (G&T).
- 7).. The movement from the present shift configuration to the new profile will be a slow process that will require the District to be flexible, considerate, and understanding of the personal lives of the existing staff members. The opportunities will be by voluntary movement, new hires, and twenty-day letters when necessary. The Appreciative Inquiry Process, negotiations, and other forms of open communication may be required concurrent processes to obtain the new staffing profile.
- 8).. The establishment of an Inspection and Inventory Control System will be built with the Leads, Supervisor, and Director.

The final item that needs to be acknowledged by everyone in the Delta Community is that the performance of our classified staff has been meritorious over the last two years during the budget tightening and personnel events. They have individually stepped up to the plate and have performed their work professionally and as efficiently as the system would allow. I feel that the majority of staff look forward to a well trained, equally supported, properly equipped, and allowable access within reason to areas that would allow for servicing Delta's needs without disrespect or micro-controls.

I want to start by voicing a praiseworthy announcement that everyone servicing Delta's Education Community has a desire to better themselves and perform their tasks in a professional manner.

Sincerely

Attached: MZ Consultant – Custodial Audit 2003
Job Descriptions
College of the Canyon Survey
CCC Comparison Survey 2002/03
Chart of Campus Coverage Days / Hours
Projected Budget Options A & B

CC: Stan Stinnett, Supervisor of Maintenance
Dan Watts, Supervisor of Grounds
File Copy

T.C. Arbuckle
Director of Facilities Management
San Joaquin Delta College
5151 Pacific Avenue
Stockton, California 95207-6370

Dear T.C.,

In this report, I will cover several observations that I have made from the school-site audits. Some of the topics include organizational structure, safety, cleaning standards, scheduling, appearance of buildings, as well as my evaluation of your staff and recommendations on how to improve specific areas.

Audit Background

We met with the supervisor and the leads to discuss the needs of the district. We, in that meeting, went over the issues as they saw them, which arise from the inability to do all that was required with limited staff. We discussed the fact that the custodians were at different levels of productivity. We discussed supplies and how to involve them in the process. We heard them raise concerns on proper training of existing staff and fill in (short-term employees)

We met with the custodial team including leads to talk about the purpose of the review of the department. We had excellent dialogue on what they perceived were the needs of the college. A familiar discussion centered on why we were there and would the college implement the findings. There was a discussion on the existing conditions. There was also concern that there is not enough time to do the job well. We did start the meeting in discussion with the qualification of the consultant. By the end of the meeting there was an understanding that his background qualified him for the task. We will refer to their input in several areas of the report.

Organization

As I observed from the meetings, organization seems to be an important issue. It appears that no one knows who is in charge of the custodians. The Administration appears to be flustered with the level of service they are receiving. The Facilities Management Department is assigned complete oversight of the custodial staff yet the ability to use all staff in a way to be most productive has some roadblocks. The job description of the carpet crew and the utility workers needs to be revised to give administration the ability to get the full potential of the department.

There needs to be a supervisory position that will require an individual to have a thorough understanding of custodial procedures and have the ability to communicate with both administration and custodial staff. In addition, the direct supervisor must believe that custodial services and programs are needed by the district in order to make Delta College successful.

The lead positions also need to be re-evaluated to allow you to maximize their efficiency. We will, in the supervisory section, make several recommendations on how to, with minimal increase in staff, provide effective usage of supervisory and lead workers.

The lack of consistent supervision has caused the morale of the custodial department to fall to a point that individuals have no desire to come to work and they do not see what value their service is to the district.

Within the organizational structure, you need to address the day custodian responsibilities, night custodian responsibilities, general services worker, carpet crew, and lead custodian responsibilities. The lead custodian should hold the position of a working custodian with assigned tasks, which include specific cleaning assignments.

This person will not supervise the custodians directly, but rather, that responsibility will go to the District Centralized Coordinator of Custodial Services, or whatever title you deem appropriate for the position. Also, with respect to the lead custodians they should inspect buildings on a scheduled basis. If you do not feel comfortable with that scenario, you could have your supervisor conduct periodic inspections on a rotating basis as he/she comes to work in the morning. We have found that a combination of both methods works well.

We are proponents of centralized services based on one person in charge whose expertise is actually in the custodial field and he or she understands the problems stemming from custodial services. The custodial manager needs to be an advocate of the department. It is necessary that an organizational structure, which defines areas of responsibility, be developed. We observed, in discussions, that the custodians had several distractions that hampered their ability to assist them in their work environment:

- The inability to access all rooms that need cleaning due to several rooms that they are denied keys to enter which would allow them to clean the facility and provide them better time management
- The fact they are required to jump from room to room during the hours they currently work. There is a need to move the majority of the custodial staff to a shift that would start at around 10:00 p.m. Monday through Thursday, with an earlier start time on Friday.
- There needs to be a training program in place to insure all custodians are doing their assigned task in the most efficient manner
- Invest in labor-saving equipment

We will detail the issues throughout the report.

Staffing

We conducted a walk-through of buildings and facilities chosen by you for inspection, which included all representative types within the district. From my analysis of the walk-through, and based upon accepted norms of the industry, the college has a custodial staff which is adequate if fully staffed, including the filling of existing vacancies, to meet custodial needs. However, the district can certainly improve on its time-on-task efficiency.

Recommendations

The custodial positions would be better served if the district modifies current work schedules by moving the major custodian workforce into the later (starting at 10:00 p.m. or later) cleaning shift with a small daytime and swing staff, and by utilizing General Service Workers as cleaning personnel for the open deck areas and daytime restroom dry & emergency cleaning / stocking.

The recommendation of budgeting and filling the twenty-five (25) Custodial positions plus the six (6) General Service Workers will provide for full and complete coverage for Delta. The one (1) custodian assigned to the Atherton should, in my professional view, be assigned to the regular custodian crew for equality of space coverage and personnel coverage during sick, vacations, and special needs like all of the Delta spaces.

Comparing fifteen colleges that responded to the Delta Questionnaire in 2002/03 show areas of common conditions and various options afforded colleges. 11 colleges performed custodian work by utilizing three shifts per day, three colleges utilized the mid-day shift, and one college used the day shift only.

The General Service Classification of Utility Workers perform the following tasks:

- set-ups,
- furniture moves,
- special non-cleaning tasks

These tasks were an identified classification in eight colleges, seven colleges said no, and one college said yes but assigned to the Maintenance Department, and four colleges stated the custodians perform the tasks of setting up, furniture moves, and special activities. The general service worker should be required to do cleaning as assigned, which is part of the qualification addressed in the job description. One usage would be to clean the walkways daily and to police the restrooms on a scheduled basis during the day. This would free up the regular custodians to provide quality cleaning of the classrooms and offices.

The task of recycling collection and sorting seems to be mixed, however nine colleges incorporate this into the custodian staff, three colleges assign to the grounds, four assigned to students, and four colleges outsource the function.

College	Sq. Ft.	Students	Number Custodians	Supervisor/ Leads	Set-ups	Shift Worked
Chabot	633,151	15,000	24	1/3	Yes	10:00 pm – 6:30 am
Los Positas	178,333	11,000	8	2 leads	Yes	10:00 pm – 6:30 am
Diablo Valley	481,120	26,000	27	1/2	Yes	10:00 pm – 6:30 am
Los Medanos	195,033	6,000	11	1-Lead	Yes	10:00 pm - 6:30 am
Contra Costa	269,053	12,000	No Answer	No Answer	Yes	10:00 pm- 6:30 am
Delta	827,143	17,000	31	1/4	No	3:00 pm- 11:30pm
East LA	671,096	25,000	No Answer	No Answer	No	All shifts
Citrus	604,000	13,000	No Answer	No Answer	Yes	Mid-day
Cabrillo	533,000	10,000	21	No Answer	No	8:00 am – 4:00 pm
Butte	500,000	4,000	18.75	No Answer	Yes	2:00 pm – 10:00 pm
Redwoods	481,688	4,000	12	No Answer	Yes	4:00 pm – 12:00 am
Canyons	430,000	8,000	15	No Answer	No	All
West Coast	175,000	2,500	No Answer	No Answer	Yes	All
Mendocino	220,000	5,000	8	No Answer	No	All
Marin	550,000	6,000	12	1-super.	Yes	3:00 pm - 11:30 pm

The Custodian ratio to square –footage which does not take into consideration the level of difficulty, time of work for efficiency, or the instructional disciplines being conducted in

the rooms reflects a high of 45,000 SF/custodian and low of 17,700 SF/custodian. The average being in the 27,000 – 28,000 SF/custodian. The colleges that are in the 40,000 SF/custodian average said that they do not clean every room every day, but that classrooms and restrooms are a first priority. The colleges in the 25,000 sf/custodian varied from complete cleaning to just classroom and restroom cleaning daily and others as needed.

We need to look at more than just the square footage in assigning custodial staff, therefore we need to evaluate the following:

- District cleaning standard
- What is the room used for
- Floor covering
- Frequency of usage
- Supervision/control of users

This adjustment would mean that more classrooms could be cleaned each day. This change will allow quality cleaning on a daily basis without the time constraints, which is now being experienced. The important value of this recommendation is that the district will see more time allocated to cleaning classrooms which will allow you to do a better job for your customer. By providing a quality-teaching environment, the district will be able to improve the performance of its students in the classroom. In studies conducted in 1992 and 1993, which evaluated rural and urban high schools in Virginia, respectively, and in a study in 1994, which evaluated high schools in North Dakota, the results showed that there was a marked increase in test scores as the environment was improved. These results showed a direct correlation between those schools, which were clean and well-maintained and higher test scores.

In order to receive the maximum cleaning efficiency from your night staff, those custodians should work when the classrooms are empty, allowing the custodians to get maximum cleaning time when there are few interruptions and no students on campus.

We need to also look at the most efficient usage of the general service worker and the carpet crew.

The carpet crew should include hard surface as well as carpet, as they are by job description, to have knowledge of the hard floors that would assist the regular custodial staff. They could also be used to assist when there is a shortage of staff due to illness or vacation leave.

We would also recommend that the day care (CDC) custodian provide services to all day care sites on the campus. This recommendation is based on the following facts:

- He has more than enough time as he is, at this time, doing far less cleaning than other custodians on site.
- You would have one person doing all day care facilities thus you could have consistent service.
- Free up time to allow other custodial staff to accomplish their work assignments in an efficient manner as more time could be allotted to other assigned tasks in the classrooms and restrooms.

We need to access the way that you manage the Atherton custodian, as he is not under the supervision of the custodial department yet when he is out or needs assistance they are required to back fill and provide coverage. All custodial positions within the system to be managed to their maximum efficiency must fall within the oversight of one manager who is the sole supervisor to maintain consistency.

See attached staffing report.

Developing Consistent Custodial Supervision

As I observed, organization of the custodian's work seems to be an important issue. The administration appears to be flustered with the level of service they are receiving, and in addition, they are unclear of the role of Facilities Management as far as custodial services are concerned. Maintenance and Operations is assigned complete oversight of the custodial staff yet there seems to be several classifications that restrict the ability to use staff in a consistent productive manner. The district will need to make a decision, and empower the supervisor of the custodial staff to use staff to the best interest of the college. This position will require an individual to have a thorough understanding of custodial procedures. In addition, the direct supervisor must believe that custodial services and programs are needed by the college in order to make the college successful.

The lack of supervision and consistent direction has caused the morale of the custodial department to fall to a point that some individuals have no desire to come to work and they do not see what value their service is to the district.

It has been our experience that when you have two people in charge at different times, they have a tendency to have different ideas and techniques and in the long run, no consistent routine is established or accomplished. I am a proponent of centralized services based on one person in charge whose expertise is actually in the custodial field and he or she understands the problems stemming from custodial services. The custodial manager needs to be an advocate of the department. It is necessary that an organizational structure, which defines areas of responsibility, be developed. Even if a centralized program exists, it also needs to have the flexibility to build into a structure that allows departments to have certain rights to use personnel for their needs. However, management needs to realize that they have to give up scheduled services in order to get their requests realized. The custodian, on the other hand, needs to have a procedure to know which duties are to be postponed and how to communicate to others what was not accomplished.

The district will need to determine who will have oversight of the custodial staff and then establish the position in such a way as to allow all parties a clear line of communication with each other. The other area is supervisory control; the custodians need to know whom they are to report to. The district supervisor and the leads will be the only people who are involved in custodial supervision. This will be a step in the right direction; that means that when someone else in management sees a problem, he or she will need to go to the supervisor for custodial problems.

There are three possible ways to develop the custodial supervision for the district:

- **Custodial supervisor**
 - Works the majority of his workday after the school day
 - Works with administrators to insure the custodial department is meeting the College's needs
 - Develops district cleaning standards
 - Develops cleaning schedules for all custodial workers
 - Develops district custodial and safety training programs
 - Serves as the district safety officer/ with risk management
 - Specifies workloads for all custodial staff
 - Evaluates all custodial staff

- Inspects the work of the custodians
- Specifies/orders supplies and equipment
- **Working Custodial lead**
 - Would work as a custodian four (4) hours daily and do four hours of cleaning as assigned
 - Would work the other four hours as the custodial supervisor and do some of the task listed above
 - Would be limited by time to complete all the above
 - Works the majority of his workday after the school day
 - Works with administrators to insure the custodial department is meeting the needs of the college
 - Develops measurable cleaning standards
 - Develops cleaning schedules for all custodial workers
 - Develops district custodial and safety training program
- **Lead Custodian/Preventive Maintenance person**
 - Do assigned maintenance projects during the evening shift
 - Oversee the night custodians during the rest of the shift
 - Works the majority of his workday after the school day
 - Works with administration to insure the custodial department is meeting the needs of the college
 - Develops district cleaning standards
 - Develops cleaning schedules for all custodial workers
 - Develops district custodial and safety training program
 - Develop a scheduled planned maintenance program

I have included with this report an article I have written on centralized custodial services

Custodial oversight using your existing staff

Develop a new job description for a lead custodian who will work under the Maintenance/Custodial Supervisor. He will work a modified shift such as 2:00 p.m. to 10:30 p.m. He will be involved in the ordering of supplies and will be the contact between the Maintenance/Custodial Supervisor and the senior custodians. He will also oversee the swing shift. This individual will also be trained as the district's primary custodial trainer. Delta will have a total of three Senior Custodians and one Senior General Service Worker who will be trained as Trainers and assigned a portion of the campus to insure cleaning standards and tasks are being followed.

Establishing Cleaning Standards

Upon inspection, it is clear that the cleaning standards in the college are non-existent. Again, the current practices demonstrate that they have been handed down from year to year with no rationale as to what it means to do a competent job. For example, the restrooms and classrooms are not cleaned daily to a standard that is acceptable. A system has not been developed where all restrooms and classrooms can be properly

cleaned and disinfected in such a way as to insure that they are all safe for student usage. In addition, the odors in the restrooms are caused from the presence of germs. This observance further reinforces the belief that the custodians do not know how to clean the school. This situation probably stems from the custodians not receiving sufficient direction or training in terms of executing a proper cleaning technique.

The situation with the restrooms is a concern as well as a health hazard. As we walked through your school, it was apparent that there was not a consistent cleaning system in place. Your lead people are not giving the needed direction and/or support. If we are to have environments that enhance learning, we need to make clean, healthy, and safe schools a priority. The only way to accomplish this agenda is to develop standards.

Standards are key components to any quality program and the cause of poor service when they are not in place. The standards and reasonable timelines to perform them are the first priority before developing training and schedules as standards determine the levels of service.

Recommendation

The district needs to establish cleaning standards and an inspection system so that the custodial staff will know what is expected of them. A standard, in order for it to be an effective measuring tool, must meet the following criteria:

- Must be achievable
- Must be measurable
- Must be reasonable, within time allowed
- Must be understood by both custodians and school staff
- Must be consistent
- All employees must be aware of what the expectations are
- Communicate expectations to your customer as a level of service
- Develop a system to communicate when expectations are not met

The district's purposes are not being served if custodians are cleaning to their own level of cleanliness. We can help you establish cleaning standards and assist you in prioritizing call-ins if you so desire. Once you establish a standard, the inspection will then dictate the level of desired cleanliness that is acceptable (The Custodial Handbook published by CASBO has standards included). We will provide, with this audit, a set of standards and inspection forms that you will be able to use for your college. If the lead and senior custodians will be doing the inspections, we would need to train them on how to inspect and evaluate custodial performance.

Standards are the first step to redeveloping your program. All aspects of the program will be developed to insure that the standards are being implemented. Your staffing will be based on needs driven by the district standards. When no standards exist, a district really has no reason to provide staff in the school. Standards must be in place to have a quality education program for the students of Delta College.

Scheduling

Currently, there are inefficient cleaning assignments based on time allocations. These programs have been handed down from year to year with no thought as to the total picture of why we schedule. In the walk-through, we saw that scheduling was almost non-existent. Even in the reports done for you in 1993 and 1997 it was clear that there was a lack of the industry cleaning acceptable time standards.

Recommendation

With detailed schedules, the district can address what needs to be cleaned daily, as well as weekly. You can also divide the weekly tasks into days of the week in order to see that all needed tasks are accomplished. The value of scheduling is that you are able to assure that all assigned work is accomplished each day; you are also able to sell what services you provide. Most importantly, however, you show equality of assignment. The needs of each individual assignment will be met through the scheduling process. With the many functions at your school, the constant issue of facility usage within the school, and the many special programs that are part of the district culture, the need for detailed scheduling is imperative.

We would recommend that we incorporate training and scheduling at the same time so that as we train the school site custodians that we develop site-specific cleaning schedules that meet the needs of the school based on available resources.

Communication

In talking with you and some of the custodial personnel, it was obvious that there is no clear line of communication. However, communication can be established very simply by implementing a chain of command where people know how to get information and from which level it can be received.

Recommendation

One way to develop a chain of command is to coordinate a system among the custodians, the senior custodians and the Custodial Manager. Depending on what system is used, you will need to determine who makes the decision on custodial performance. In observing your operations, the custodians have no real accountability to anyone for their performance. They are supposed to report to the director after the supervisor retired yet there needs to be a clear written line of communication. In my discussions, that system is determined by the level of time available and the expertise in the industry. There is no consistency in level of communication. You will need to establish a line of communication that all staff members can understand and respect.

The added value in the establishment of cleaning standards is that the custodians will be in a position of respect within the system. Respect has a lot to do with communication. Many employees feel they are not being listened to because they do not have any self-respect for themselves and their jobs. As we lift their position within the system and they realize that they are an important part of the system, you will see changes.

Safety

As part of our discussion, we have done a safety inspection of custodial areas at Delta College. There are certain issues, which appeared throughout. It is also important that we establish custodial safety standards throughout the district. I observed that the employees did not use goggles and that some employees were not using gloves, even though the district had them available. It is important that we provide these pieces of safety equipment for them.

A complete safety/custodial program needs to be put in place to insure that all safety directives of the district are being followed. From observations, there is no safety

consciousness in the work of your employees or teaching staff. This conclusion is based on lack of labeled bottles in cleaning, failure to measure chemicals, and poor body mechanics in lifting. Custodians also fail to dress in a safe manner and their custodial shops are not organized with safety as a priority.

Some common observations:

- Stage steps need to have a five-foot clearance.
- Ladders are not properly stored. They need to be attached to the wall with a restraint to avoid falling.
- Some sinks have no soap dispensers.
- Some rooms having missing switch and plug covers.
- Poor body mechanics used by employees in lifting.
- Doors are chained while employees are working at the sites.
- Gas blowers and gas cans need to be stored in approved self-closing cabinets.
- Check all exterior conduit for solid connection as some were loose and present a hazard

Recommendations

It is apparent from our audit that cleaning for health is not a part of the custodial cleaning program. When we talk about cleaning for health, we prioritize our cleaning as follows:

- Health and Safety cleaning
- Restroom cleaning
- Locker room cleaning
- Daily trash removal
- Cleaning and disinfecting of nurses rooms
- Special education cleaning

Part of a good safety program includes employee awareness and this should include employee involvement. Delta College needs to develop a system that allows employees to communicate safety concerns back to the district.

Training

The district is in need of developing a total training program for its custodial employees. Many employees expressed a desire to have an ongoing training program. It is apparent from the audit and interviews with staff that the training of custodial workers is non-existent. No program can be effective without proper planning and management, which supports it. The management support needs to be more than approval of funds; management must attend meetings and training appointments in order to insure that all employees understand that management is 100% behind the program.

There are two ways to approach the training of the custodial team. They are small group trainings that would identify the specific needs of that group and their particular needs and develop the training to that need. The other is a large group training, which addresses broader topics and that is the focus of the training. This works best when all attendees are doing the same work and are at the same level. The value of a small group training is that you are able to accomplish more in a shorter amount of time, which in most cases, when it is possible, is the most productive.

This assignment would be coordinated through your office since it is involved with the specific needs of the district and the needs of all site principals. This training will also

expedite the establishment of schedules at each site. We still plan for group training sessions for topics that encompass all custodians and which they will all find useful. The first session for all custodians would be a daily cleaning program, which would teach the custodians how to do their daily cleaning in a safe manner. By dividing the training in this way, we can get the most for your training dollar. There will be situations that are best met in large group settings, while others are better in small groups.

We would recommend that this training program and the custodial plan be discussed with all site principals. The value of the input and support of school site administration cannot be overlooked.

In our meeting with the custodians there were several custodians who felt that they wanted training for themselves and the fill in custodians.

We have provided, for the district, a proposal to provide staff training along with specific leadership training for the lead custodians.

We also see that one of the requirements of the Lead Custodian, if you approve that recommendation, is that we make that position responsible for establishing and providing on going training for all staff. We would develop those skills and provide the baseline syllabus to begin the program and that person would then take it over with technical assistance from the consultant.

Handbook

A college the size of Delta College must have a custodial handbook, which includes all of the information necessary to insure that the custodial workers are well prepared for all situations that they encounter in the workplace. There is a handbook in the market with a short introduction, which can be adapted to the specific needs of the Delta College. The handbook will be a custodial ready reference guide whenever the custodian has a need for it during day-to-day operations. Once the district develops its handbook, we can instruct the custodian on the proper use of it.

Budget

There seems to be no criteria as to how the budget is established for each building within the district. A criterion needs to be established in order to determine how funds are to be allocated for supplies, equipment, and services. The system must incorporate a determiner whenever there is an increase or decrease in clients. Thus, enrollment, program usage, and size of facility must drive funding. When developing funding we must remember that the custodial budget is a direct reflection of the district commitment to the maintenance of the school facilities. The budget must include equipment replacement and equipment repair. When you include this in a supply budget that is inadequate to start with, your equipment becomes a low priority that only becomes a stumbling block. Equipment will, if selected properly, save many dollars in labor.

Supplies and Equipment

The custodial staff needs to have input into the equipment and supplies that are used. Establishing a test group, often called an advisory committee, best does this. A knowledgeable custodial manager, who can determine, at least at basic minimum

standards, which products meet both the cleaning and safety needs of the district, should join this group. This person should not be associated with a supply company as those individuals are often more interested in selling products rather than giving input on product types.

College

- Vacuum cleaner for each custodian, direct suction
 - Backpack Pro team filters dust to less than one micron
 - Canister type (NSS pig)
- Custodial cart; one for each employee (to stock the cart see attachment)
- 6 each -Bi speed buffer 175 – 300, 20 inch with pad driver and strata grit brush
- 4 each-Wet /dry vacuum with trout mop 12 gallon capacity
- 12 each Platform cart with 8" wheels 2000 pound capacity 30" X 60"
- 8 each Electric or gasoline powered leaf blower
- Electric bleached puller
- 6 each Carpet extractor 8 gallon with 130 inches of water lift
- Auto Scrubber 26" battery powered (a must for flexibility) outfitted with pad drivers and strata grit brushes
- 20 inch auto scrubber for the dining area
- Grout-hog used to clean concrete surfaces in tight areas (ceramics and sculpture)
- Collection of hand tools to include (where applicable):
 - Hammer, mallet, bolt cutters, several screwdrivers, several types of pliers, set of wrenches, socket set (3/8" and 1/2 "), tool box, assortment of crescent wrenches, wire cutters, wire strippers, assortment of nuts, bolts, screws and nails
 - Electric drill
 - Battery operated drill
- Hand trucks with step off (3 each)
- Ladders, fiber glass 1- 6 foot, 1- 8 foot and 1-12 foot
- Electric lift for gym
- Powered sweeper to clean exterior of the buildings

Use Of Facilities

There are many uses of the districts facilities, which are not funded. These uses must be included in the district decision of staffing. It is apparent that many grants or facility usage agreements are applied for to provide additional educational opportunities for students. When grants or facility usage agreements are applied for, the grant writer needs to confer with the custodial department and determine the impact on the custodial department and determine additional costs. In many districts, including Delta College the custodial department is asked to provide services with no added revenue. You will find that the added cost is minimal in comparison to the services provided. The grant or facility usage agreements could actually help underwrite the custodial needs of the

district with a small consideration. The cost of the program is very easily calculated by addressing the number of rooms used and comparing that to the CASBO Formula.

Implementation

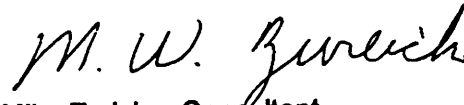
The key to the effective implementation of this program is to determine how you will phase the program in. You are in a position that the school staff will welcome any improvement. We have been successful in phasing in the classroom cleaning by starting with daily duties only, for the first ninety days. Then expecting the staff to improve their efficiency through training and the phasing in of standards and new procedures to allow staff to accomplish all recommended changes in the 90-day period. The recommendation is that there be no phase in of the restroom requirements in that the safety risk in not properly maintaining restrooms. We have been successful in this process and would use our training and scheduling recommendation with this goal in mind

Conclusion

We have addressed many areas, which have been ignored for various reasons and are in need of evaluation. Regardless of the final outcome and recommendations caused by this report, the first step should be to meet with staff to discuss the effects this program will have on the appearance of the college. The need to centralize the program is apparent and the manner in which that is established is critical. We need to use care in transition and implementation. The district will see the value if it takes the time to follow the procedure correctly.

I look forward to seeing this project come to a speedy conclusion and to move on to the next phase. I enjoy working with you, T.C.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "M. W. Zurich".

Mike Zurich – Consultant

CASBO CUSTODIAL STAFFING AND SERVICE TIME STANDARDS

In determining custodial staffing, you must incorporate what standard of cleaning the client is willing to pay for and the cleaning services that are necessary to promote healthy conditions. Services performed by site custodians that are not part of the custodial service time standard would create less time for necessary cleaning and is not reflected in the formula designed for the CASBO Custodial Staffing and Service Time Standards.

In evaluating the time line for a day custodian, defined as a person who works at a school site while students are present, you will need to determine the school site's needs and the cleaning time available.

In developing these time standards, enough time has been allotted to clean all areas at the school site and reflects the cleaning standards as identified in the CASBO Custodial Handbook. Assigning custodial staff to non-cleaning tasks not assigned in the CASBO Custodial and Service Time Standards formula will allow necessary cleaning to be postponed or neglected.

/	8 hours	480 minutes
/	2 breaks (15 min. each)	(30) minutes
/	security check replace tools and equipment	(20) minutes
/	time available for cleaning	<hr/> 430 minutes

NON CLEANING DUTIES:

/	Open the school - check for vandalism, safety concerns, maintenance items.	40 minutes
/	Playground - field inspection	25 minutes
/	Miscellaneous duties including teacher and site manager requests, activity set-ups, repairing furniture/equipment, ordering and delivering supplies	60 minutes
/	Put up flag and p.e. equipment.	20 minutes

Cleaning duties

/	Clean front of school daily	30 minutes
/	Clean drinking fountains daily	2 min each
/	Clean child care facilities	30 min. each
/	Set up for lunch	30 min daily
/	Clean hallway	6 min per 1000 sq. ft.
/	Clean multi-use room	9 min per 1000 sq. ft.
/	Clean kitchen	20 minutes per 1000 sq. ft.
/	Restroom care	2 min. per fixture
/	Clean patio area	15 min per 1000 sq. ft.

The first step in determining a cleaning schedule for the night custodian is to calculate how much cleaning time is available in a given time shift:

⌚	8 hours	480 minutes
⌚	less 2 breaks	(30) minutes
⌚	less 2 security checks	(35) minutes
⌚	time available to clean	<u>415 minutes</u>

The procedure for cleaning classrooms is listed below:

Regular classroom

*	Sweep or vacuum the floor	9 minutes
*	Clean sinks, dump trash, check pencil sharpener	3 minutes
*	For science rooms for each sink add	45 sec.

Weekly duties one each day	5 minutes
-----------------------------------	------------------

	Monday	Dust horizontal surfaces
	Tuesday	Clean chalk trays and spot clean doors and walls
	Wednesday	Clean table tops and/or desk tops
	Thursday	Clean sink counters and spot clean carpets
	Friday	Clean chalk/white boards and trays

*** Note in cleaning sinks; do not forget to clean fixtures, dispensers, and edges.**

TIME LINE FOR OTHER CLEANING:

*	Multipurpose room	9 minutes per 1000 sq. Ft.
*	Home EC (including wet mop)	30 minutes per. rm.
*	Kitchen and restrooms, if applicable, including damp mopping	20 min./ 1000 sq. ft
*	Gymnasium	6 min./ 1000 sq. ft
*	Shops	10 min./ 1000 sq. ft
*	Clay and art rooms including damp mopping	17-min/ 900-sq. ft.
*	Office	20 min /1000 sq. Ft.

Restroom Care is the Most Important Function that we perform and Carries the Highest Priority of Our Time!!

Restrooms should be maintained accordingly: all dispensers checked for paper and soap, floors should be swept and damp mopped (paying close attention to the borders and behind the doors), sinks, toilets and urinals should be sanitized (paying close attention to cleaning under the rim & lip of toilet and urinals), mirrors should be cleaned and trash bins emptied, partitions, walls, and fixtures should be dusted daily (including vents weekly). Restrooms with less than 10 fixtures will take 2 minutes per fixture to clean, and restrooms with 11 or more fixtures will take 1.5 minutes per fixture to clean.

Upgrade of the original CASBO FORMULA

- (1) One custodian for every 13 teachers.
Plus
- (2) One custodian for every 325 students
Plus
- (3) One custodian for every 13 rooms
Plus
- (4) One custodian for every 18,000 sq. ft.
- (5) Total the above and divide by four to indicate the number of custodians needed
- (6) Schools of less than 450 students need to add .30 FTE (Full Time Equivalent) to the final calculation
- (7) Community usage:
 - Elementary School .06 FTE
 - Middle School .25 FTE
 - High School .50 FTE
 - College (if custodians perform) 1 FTE

This will provide the correct number of custodians to clean and maintain a building to the above timelines and the standards found in the CASBO Custodial Handbook. We will use a large elementary and a small elementary.

To determine the number of custodians needed for a school of 38,000-sq. ft. with 25 teachers, 685 students, and 23 classrooms, we add and divide and round to the highest tenth as follows:

25 Teachers divided by 13	=	1.92	
685 students divided by 325	=	2.10	
23 classrooms divided by 13	=	1.78	
38,000 Sq ft divided by 18,000	=	2.11	
<hr/>			
Total divided by 4	=	7.91	= 1.97
Community usage			.06
Less than 450 Allowance			NA
Total			2.03 FTE
You need 2.00 custodians			
14 Teachers divided by 13	=	1.08	
304 students divided by 325	=	.94	
25 classrooms divided by 13	=	1.92	
41,580 Sq. ft. divided by 18,000	=	2.31	
<hr/>			
Total divided by 4	=	6.25	= 1.56
Community usage			.06
Less than 450 allowance			.30
			1.92 FTE
You need 2.00 custodians			

Remember, this formula takes into consideration the total campus including restrooms, gyms, outside areas, offices, classrooms and ECT. How you allocate each assignment will be in the District Custodial Handbook

CLEANING STANDARDS DEFINED

The purpose of this section is to offer a definition of ***“what is clean.”*** Once, “what is clean” has been determined then supervisors and employees know what is expected of them. We have attempted to keep things as simple as possible, using only four categories to evaluate work done in several cleaning tasks. The four categories are listed below. How they are used to evaluate the work done in several cleaning tasks follows. You will also find forms at the end of the section meant as an aid for inspecting custodial areas.

1. **Unacceptable.**
2. **Needs Improvement.**
3. **Meets Standards.**
4. **Exceeds Standards.**

HARD SURFACED FLOORS: TILE, VINYL, WOOD & CONCRETE

Sweeping and or Dust Mopping of Hard Surfaced Areas:

1. Area not swept, no evidence of effort.
2. Some effort shown. Dust and paper bits still visible.
3. Floor acceptable, accessible areas, most areas dust free.
4. Corners clean, all furniture moved and cleaned under, room free of visible dust.

Mopping (spot) Classrooms and Offices:

1. Full of spots and marks.
2. Some spots cleaned but visible soil remains.
3. Acceptable, looks as if most visible soil has been removed.
4. No visible soil or residue buildup.

CARPET CARE

Vacuuming:

1. Not vacuumed, littered, no evidence of effort.
2. Some effort made, litter and dust still visible.
3. Is teachable, no buildup, most litter gone.
4. No buildup, no visible litter.

Spots & Stains:

1. Very heavily stained and spotted, no effort shown to remove stains or spots.
2. Some effort shown, some spots removed but many stains and spots still present.
3. Maximum effort shown to remove stains or spots, very few visible.
4. Spotless, no visible stains or spots.

OTHER AREAS

Chalkboards & Trays:

1. Chalkboards and trays loaded with dust.
2. Some effort, accumulation of dust, boards need to be cleaned of excess dust.
3. Acceptable, shows good effort.
4. No visible ghost writing, rails dust free, boards have a slight chalk film.

Counters:

1. Very dusty, soiled, and no evidence of effort shown.
2. Some effort shown, not clean, dust and soil very visible in areas.
3. Acceptable, dusted, existing spots extremely light.
4. No visible dust or soil, evidence of extra care and effort to preserve the surfaces.

Doors:

1. Very heavily soiled, no effort or cleaning visible.
2. Some effort shown but not clean.
3. Acceptable, free of most soil.
4. Spotless, free of all soils and marks.

Furniture:

1. Heavily soiled, marks all over, no effort shown.
2. Fingerprints shown, some dirt buildup still presents, some effort shown.
3. Acceptable, clean but no shine.
4. No visible dust or soil, shows that extra effort was made, shiny.

Glass:

1. Glass very dirty, visibility highly impaired, probably not cleaned for quite some time.
2. Glass needs cleaning, many fingerprints and dust visible.
3. Glass only slightly dusty and free of fingerprints, looks fairly clear.
4. Glass dust free, visibility excellent, looks like it was cleaned recently.

Sinks:

1. Sinks very dirty, sink ledges show caked soap deposits, bright work is dull and dirty, no evidence of effort.
2. Some effort shown, still looks dirty yet no long-term buildup.
3. Sink clean, no buildup, top and bright work clean but no shine.
4. Sink very clean and shows high luster, indicates super effort.

Walls:

1. No effort shown, soiled heavily.
2. Effort shown but many spots and writing on walls.
3. Acceptable, free of most soil and writing.
4. Spotless, free of visible soil and markings.

Window Sills:

1. Heavily soiled or dusty, no effort shown.
2. Some effort shown, dirt still in corners, streaked, most buildup cleaned up.
3. Acceptable cleaning effort, but no real shine.
4. No visible soil or dust, shiny, extra effort was made.

RESTROOMS & LOCKER ROOMS**Dispensers:**

1. No effort shown, dispensers empty.
2. Some effort shown, paper is low but not empty, dust on top of dispenser, the knob to release paper is dirty, fingerprints on dispenser.
3. Acceptable, looks clean, dispensers filled.
4. No visible soil, dispenser surface has been maintained in like new conditions

Doors:

1. Very heavily soiled no effort of cleaning visible.
2. Not clean around handles and bottom of doors, fingerprints on door.
3. Acceptable, free of most soil.
4. Spotless, free of all soils and marks.

Floors:

1. Littered, soiled, shows no cleaning effort, strong odor present.
2. Some effort shown, boards and corners not clean, floor streaked with soil, slight odor present.
3. Acceptable, floor mopped, evidence of effort, no odor.
4. Spotless, no visible signs of soil, no odor.

Mirrors:

1. Very dirty, soiled, spotted with soap and water buildup, no effort shown.
2. Most buildup taken off, streaked spots not cleaned, dusty, some effort shown.
3. Acceptable, free of most dirt, some hazing.
4. No visible soil, has bright shine.

Partitions:

1. Heavily soiled, graffiti not cleaned, dusty.
2. Some effort shown, dust, fingerprints and some graffiti visible.
3. Partitions generally clean, most graffiti cleaned, recently dusted.
4. Partitions very clean, free of all soil, spots and marks.

Sinks:

1. Sinks very dirty, sink ledges have dirt buildup, bright metal dirty, and no evidence of effort.
2. Some effort shown still has residue present, very dull, looks as if not cleaned properly especially on bright work.
3. Sinks acceptable, very little evidence in bowl or on top of surfaces.
4. No visible signs of soil, fixture has high luster look.

Toilets:

1. Toilets very dirty, scum lines, sidewalls streaked and stained, deposits on inside lip, seat and bright work dirty, no effort shown, strong odor.
2. Water line still present, streaks on top not cleaned, some odor still present, evidence of effort present.
3. Toilets acceptable, seats and sidewalls clean, scum lines almost gone, (few, if any), odor free, exterior clean.
4. Toilets very clean, surface has high luster, no streaks or odor.

Urinals:

1. Urinals very dirty, walls stained and streaked, water deposits and buildup inside lips and edges, has odor, no evidence of effort.
2. Some effort shown, odor still present, buildup and stains there but no long-term buildup, evidence of cleaning present.
3. Acceptable walls, almost streak free, little or no buildup.
4. Very clean, no streaks or buildup, has lustrous look.

Walls:

1. No effort shown, soiled heavily.
2. Some soil, clean but most walls have food and fingerprints visible.
3. Acceptable, free of most soil and writing.
4. Spotless, free of all visible soil and markings.

Waste Receptacles:

1. Very dirty, inside and out, not emptied, no clean liner.
2. Dirt visible inside and out, some effort shown, no liner present or is dirty, trash has been emptied.
3. Acceptable, emptied, fairly clean inside and out, has a liner.
4. Spotless, completely clean with clean liner.

Lockers:

1. Very dusty, soiled, and no evidence of effort shown.
2. Some effort shown, not clean, dust and soil very visible in areas.
3. Acceptable, dusted, existing spots extremely light.
4. No visible soils, evidence of extra effort and care taken to clean the surface.

STANDARDIZED CLEANING METHODS

Good Things to Know:

- A well-maintained building is easier to keep clean.
- The longer a stain, soil or dirt is allowed to remain on the surface, the harder it will be to remove.
- When you buy products, be careful not to let cost be the only determining factor in making your choice.
- Be sure to properly measure all chemicals, use a metering system. This can be as simple as a 1-oz. pump or one of the many metering control systems offered by vendors, for most measurements.
- Apply thin coats of finish rather than a heavy one.
- Follow the directions on the label.
- When cleaning restrooms, don't use perfumed deodorizers to cover odors. Thoroughly clean and use products that kill germs and bacteria. Be sure to clean under rims of urinals and toilet bowls. **These are out of the way places that require thorough cleaning.**

Learn about surface variation. There are great differences in floor, wall and other surfaces. Use products and procedures that will do the best job and that are made for that particular surface.

Recommend, where possible, surfaces you have learned to be the easiest to maintain and equipment you have found to be the most efficient.

Clean and maintain equipment in working order. Safety, trouble-free operation, proper results, longer life and appearance are all benefits.

Learn how to use equipment to the best advantage. There is a right and a wrong way to swing a mop. Use the right product and equipment for the job. Don't be afraid to ask for help if you don't know how. Think safety first. Know where to find hazardous substances binder and where to find Material Safety Data Sheet (M.S.D.S.) in the binder. Remember that when cleaning, you must always wear your rubber gloves.

Chalkboards and White Boards: Care & cleaning

What are chalkboards?

Chalkboards are very essential pieces of educational equipment. They require very special care if we are to receive proper use of them. If we mistreat them, they will become hard to use and you, as a custodian, will get many complaints. If you treat them right and use proper cleaning procedures, they will serve the school well and you will have to spend very little time on them.

Equipment Needed:

- Clean soft towel
- Felt eraser
- Finney board cleaner
- Dust cloth for trays

Procedure:

- Erase the entire board with the felt eraser.
- Erase with the rubber side of the Finney.
- Using the chamois side of the Finney or towel, make straight, horizontal strokes across the board. Keep wiping the Finney or towel to keep it clean. Start at the top of the board.
HELPFUL HINT: Use a green pad to restore the chamois side of the Finney.
- **NEVER** use water in the daily cleaning of boards.
- Dust the chalk tray moving erasers and chalk to do a thorough job.

Information about Chalkboards:

- Water and chalk do not mix and will fill pores, making it hard to use the board.
- Use caution when using chalkboard chemicals. Use these chemicals only with custodial supervisor's permission.
- Use good felt erasers to make the job easier. To get the cheapest erasers is not always the best. The better eraser will last longer.
- Chalk that is made of high quantities of pigments and similar substances is not good. Also, watch for use of certain colored chalk and wax crayons on the chalkboards.
Removal of colored crayon and finger markers can be accomplished with a druggist's pumice. Use caution so as not to scratch the board with over abrasion.

What are White Boards?

White boards are fast replacing chalkboards as the favorite choice of teachers. They come in basically two forms, enamel and plastic coated. Enamel is the more durable surface and can recover from most mistakes. Plastic coated boards often require that you follow the manufacture recommendations as to which writing pens to use and cleaning chemicals to purchase. If these recommendations are not followed your staff might not be able to remove the writing off the board. Since white boards are fairly new it is recommended that you follow the cleaning procedures that the manufacture of the board has supplied.

Dusting

Equipment needed:

- Treated dust cloth
- Extending duster

Procedure:

- Dust all horizontal surfaces, as dust tends to settle on the surfaces.
- Areas that tend to attract dust include televisions, computers, television carts, phones, desks, windowsills & bookcases.
- Keep dust clothes in the plastic container or in a ziploc baggie. This

- will stop the treatment from evaporating.
- Laboratory tables are often black and will show dust if not dusted on a regular basis.
- When using a dust cloth, change the folds often to always have a clean surface.
- When dusting a desk, put items back where you found them. You are not required to dust a cluttered desk.
- Dust from left to right and high to low.
- Dust vents and clock with extending duster.
- Remember that dusting will keep a room smelling fresh while you dust.
- Be on the lookout for cobwebs.
- One area that accumulates dust is a door casing.

Lamp Replacement

Equipment Needed:

- Stepladder or Scaffold
- Duster
- Replacement bulbs or tubes
- Screwdriver
- Rubber gloves and goggles
- Special bulb replacement tool

Procedure:

- Make sure the problem is just a burned out lamp and not ballast or other maintenance problem. Note: If you hear a humming sound coming from the fixture, it is probably a ballast problem. Mark the fixture with masking tape.
- Turn off electricity.
- Set up stepladder following all ladder safety rules.
- Open fixture and change all lights in the fixture making sure to clean the fixture before replacing bulbs. Make sure that all parts of the fixtures are safe and in good repair.
- Wear safety goggles whenever you change lights as they have a tendency to break.
- Wear rubber gloves as well.
- Make sure you properly dispose of used bulbs and tubes.
- Do not change wattage without consulting your supervisor.
- Maintain a replacement record.
- Turn electricity back on to see if the light works.
- If necessary, report repairs by phone or work order form.

Mopping Floors

Equipment Needed:

- Mop bucket (26-qt.)
- Down, or side-press wringer
- Neutral cleaner properly mixed with water

- 24-oz. cotton blend mop with quick release handle
- Putty knife

Procedure:

- When sweeping floors, pay particular attention to corners. The most important part of mopping is preparation. To have a clean looking floor, be sure to sweep well.
- When damp mopping; be sure to let the chemical do the work for you. If you have a spill that is sticky or hard to clean, let the chemical soak in for a few seconds and it will be much easier to clean.
- Have your putty knife ready to pry up gum, glue, etc.
- Avoid excessive use of water. Most complaints regarding streaked floors are the result of using too much water. Remember, you are damp mopping not wet mopping, so wring out all excess water out of mop before mopping.
- The use of clean water keeps the floor clean. Dirty water will not clean your floors.
- Be careful not to splash the baseboards with your mop.
- A good rule - after rinsing your mop three times, change the water.
- Avoid cross contamination. Color code mops so that the mop used to clean restrooms is not the same one mopping the kitchen or kindergarten floor.

Mopping Frequency

- The use of the room or area will determine how often it should be mopped.
- Kitchens should be mopped daily.
- Hallways should be mopped as need indicates. Keep floors dry during the rainy season.
- Classrooms should be spot mopped daily and thoroughly mopped when necessary.
- Restrooms and locker rooms must be mopped daily with a germicidal detergent.

Vacuum Cleaners

Types of Vacuum Cleaners:

- Wet/Dry vacuum machines are used to remove liquids such as floods or just scrubbing of tile floors.
- Upright vacuums with beater bar for brush used to clean carpets with pads to help break the debris loose for better cleaning.
- Tank type - both backpack and canisters are used to clean carpets and perform some dusting.

Procedure

- One slow movement over the area is better than several fast, short back-and-forth movements. When the flow of air is stopped or obstructed, cleaning action is limited or stopped.
- Vacuum rooms after you dump the trash and have done your other assigned tasks. Note: If you are going to spot clean carpets, spray the spot when you begin to clean the room, and before you vacuum, brush out the spot with the spotting tool.
- Move all easily moved items when you vacuum making sure you put all furniture and equipment where you found them.
- Place the machine in the part of the room that allows maximum use without moving machine or cord.
- Push vacuum across carpet in long slow passes that cover as much as possible with each stroke. Overlap each subsequent stroke. Use as large a vacuum head as possible to clean the room easily. Usually one pass is sufficient if done properly. **Note: Studies have established that most peoples over-vacuum.**
- Return furniture and equipment to correct position in the room to ensure room is ready for next use.
- Attachments should be used to vacuum hard-to-reach places.

Windows - Inside Cleaning

Equipment Needed:

- Glass cleaner properly mixed with water in a spray bottle.
- Clean, lint-free rag or wiper.
- Razor blade scrapers. Don't use razor blades without holders.
- Ladder

Procedure:

- Spray window to be cleaned.
- Clean the outer edges and corners first then clean rest of window.
- If the wipe gets wet or dirty, use a second wipe.
- Clean sills and frames with a moist wipe.
- Inspect windows and hardware for wear and damage.

Windows - Outside & Doors

Equipment Needed:

- Glass cleaner properly mixed with water.
- Window cleaning kit.
- Extension handle
- Rags or wipes
- Razor blade scraper
- Bucket with wheels
- Hose with nozzle

Procedure:

- Use hose to rinse off loose dirt on windows and ledges.
- Use window brush to apply cleaner, then clean.
- Rinse with hose again.
- Use caution to make sure all windows and doors are closed.
- Squeegee if necessary then dry with rags.

**CHEMICALS CURRENTLY RECOMMENDED BY
MIKE ZUREICH, CONSULTANT**

All chemicals listed have been tested in a school setting.

<u>Chemical</u>	<u>Supplier</u>	<u>Manufacturer</u>	<u>Contact</u>	<u>Telephone</u>
<u>Restroom Care</u>				
<u>Quaternary Cleaners - Hospital Grade - 2 Quat.</u>				
a) NDC -64	Cole Supply	Affiliated Labs	Devin Cole	925-935-2842
b) Rejuvna	E. S. Supply	Hillyard Chem	Tom Winner	925-433-7025
c) Viroguard/Q	Skill Supply	Spartan	Steve Palmer	925-676-3478
<u>Discolor/Acid Cleaner - Low Concentration</u>				
a) XXX Great Rest room Cleaner	Cole Supply	Chemifax	Devin Cole	925-935-2842
b) Sparcling	Skill Supply	Spartan	Steve Palmer	925-676-3478
c) Tile Brite	Cole Supply	Affiliated Labs	Devin Cole	925-935-2842
<u>Liquid Enzymes</u>				
a) Liquid/Enzymes	E. S. Supply	Hillyard Chem	Tom Winner	925-433-7025
b) Liquid/Enzymes	Cole Supply	Affiliated Labs	Devin Cole	925-935-2842
c) Con Sume	Skill Supply	Spartan	Steve Palmer	925-676-3478
<u>Cream Cleanser</u>				
a) Soft clean	Cole Supply	Affiliated Labs	Devin Cole	925-935-2842
b) Non-Abrasive/ Cream Cleaner	SurTec	SurTec	Carol Newman	925-582-7800
c) Spar Creme	Skill Supply	Spartan	Steve Palmer	925-676-3478
<u>Floor Cleaners (Must Be Neutral)</u>				
a) Soil Away	Cole Supply	Chemifax	Devin Cole	925-935-2842
b) Super Shine All	E.S. Supply	Hillyard	Tom Wyner	925-433-7025
c) N.C. 125	SurTec	SurTec	Carol Newman	925-582-7800
<u>Glass Cleaners</u>				
a) Window Clean	E.S. Supply	Hillyard	Tom Wyner	925-433-7025
b) Long Shot	Cole Supply	Chemifax	Devin Cole	925-935-2842
c) Short Shot	Skill Supply	Klix Chemical	Steve Palmer	925-676-3478
<u>Strippers - Floor Finish</u>				
<u>Ammoniated</u>				
a) Ultra Strip	SurTec	SurTec	Carol Newman	925-582-7800
b) Super Strip	SurTec	SurTec	Carol Newman	925-582-7800
c) Assault	E. S. Supply	Hillyard Chem	Tom Winner	925-433-7025
<u>Neutralizer Rinses</u>				
a) D.I.B.S. Neutralizer/ Conditioner	Cole Supply	Walton March	Devin Cole	925-935-2842
c) Neutralizer/ Conditioner	Skill Supply	Walton March	Steve Palmer	925-676-3478

<u>Chemical</u>	<u>Supplier</u>	<u>Manufacturer</u>	<u>Contact</u>	<u>Telephone</u>
<u>Degreaser-Non-Butyl</u>				
a) Formula 939	East Bay Janitorial	Fuller Brush	Rob Zavatero	925-895-2467
b) XL-300	Cole Supply	Gen Labs	Devin Cole	925-935-2842
c) Assurance	E.S. Supply	Hillyard	Tom Wyner	925-433-7025
<u>Graffiti Cleaner</u>				
a) Graffiti Master	Kelley Moore	Tough Master	Local Store	
b) Oil Flo	Skill Supply	Titan Chemical	Steve Palmer	925-676-3478
b) Oil Flo	East Bay Janitorial	Titan Chemical	Rob Zavatero	925-895-2467
c) Orange Tough 40	Skill Supply	Spartan	Steve Palmer	925-676-3478
d) Lift Off #4	Skill Supply	Spartan	Steve Palmer	925-676-3478
<u>Floor Seal</u>				
a) Seal tight	Skill Supply	Spartan	Steve Palmer	925-676-3478
b) First Lab	Cole Supply	Chemifax	Devin Cole	925-935-2842
c) Dura Seal	SurTec	SurTec	Carol Newman	925-582-7800
<u>Floor Finish</u>				
a) On and On	Skill Supply	Spartan Chem	Steve Palmer	925-676-3478
b) Ultimate 29	Cole Supply	Chemifax	Devin Cole	925-935-2842
c) Speed Gloss	SurTec	SurTec	Carol Newman	925-582-7800
<u>Floor Restorer</u>				
a) Discovery 2000	E. S. Supply	Hill yard Chem.	Tom Winner	925-433-7025
b) Gloss-Up	East Bay Janitorial	Chemifax	Rob Zavatero	925-895-2467
c) Brilliant	Cole Supply	Chemifax	Devin Cole	925-935-2842
<u>Carpet Cleaning Chemicals</u>				
<u>Carpet Spotter -Daily Usage</u>				
a) Professional Spotter	Cole Supply	Affiliated Labs.	Devin Cole	925-935-2842
b) " "				
3) CSR- Plus	Cole Supply	Affiliated Labs.	Devin Cole	925-935-2842
<u>Carpet Cleaner - Bonnet</u>				
a) Hard Charger	Cole Supply	Ramsey	Devin Cole	925-935-2842
b) Hard Charger	SurTec	Ramsey	Carol Newman	925-582-7800
c) TLC-III	Cole Supply	Affiliated Labs	Devin Cole	925-935-2842
<u>Carpet Cleaner - Extraction</u>				
a) Steamette	Cole Supply	Ramsey	Devin Cole	925-935-2842
b) Steamette	SurTec	Ramsey	Carol Newman	925-582-7800
c) CEC-64	Cole Supply	Affiliated Labs.	Devin Cole	925-935-2842
<u>Carpet Pretreatment</u>				
a) Trail Breaker	Cole Supply	Ramsey	Devin Cole	925-935-2842
b) Trail Breaker	SurTec	Ramsey	Carol Newman	925-582-7800
c) TLC-III	Cole Supply	Affiliated Labs.	Devin Cole	925-935-2842

<u>Chemical</u>	<u>Supplier</u>	<u>Manufacture</u>	<u>Contact</u>	<u>Telephone</u>
<u>Deodorizers</u>				
a) Stop Odor	Skill Supply	Exsel	Steve Palmer	925-676-3478
b) CD 417	SurTec	SurTec	Carol Newman	925-582-7800
<u>Deformers</u>				
a) Foam Kill	Skill Supply	Fed. Chem.	Steve Palmer	925-676-3478
b) Defoam	Cole Supply	Affiliated Labs.	Devin Cole	925-935-2842
<u>Concrete Seal</u>				
a) Dura-Seal	Cole Supply	Gen Labs	Devin Cole	925-935-2842
b) Con Seal	SurTec	SurTec	Carol Newman	925-582-7800
<u>Tartan Sports Floor</u>				
a) Protective Coating	E.S. Supply	Hillyard Chem	Tom Wyner	925-433-7025
<u>Wood Floor Finish - Water Borne Epoxy</u>				
a) Contender	E.S. Supply	Hillyard Chem	Tom Wyner	925-433-7025
No other acceptable at this time.				
<u>Pigmented Concrete Seal</u>				
a) Contender Concrete Seal	ES Supply	Hillyard Chem	Tom Wyner	925-433-7025
b) Epoxy seal	Skill Supply	Spartan Chem	Steve Palmer	925-676-3478
<u>Dust Mop Treatment</u>				
a) Hil-Tone	E.S. Supply	Hillyard	Tom Wyner	925-433-7025
b) Dust off	Cole Supply	Carroll Company	Devin Cole	925-936-2842

CENTRALIZING OUR CLEANING PROGRAM

One of the two biggest debates in the cleaning of schools is how to supervise custodial workers and the method of cleaning using a crew or single school site custodian. This article will deal with centralized custodial services as compared to decentralized or site based supervision of custodial workers. This debate has been debated for many years without really addressing the major issue:

Which system will result in the best service to the student?

In regard to the first issue of centralizing the custodial program, there are several reasons. The most important being a standardized program that will allow us to perform the cleaning tasks at all sites in much the same format. What this means is that most jobs performed will be developed to work at all sites and all employees will perform these tasks in the same manner with the same equipment. This advantage also helps in that fill in people will also be fitted into this program which has always been a problem for the school site. In standardizing we need to address the following:

- **Operation**
- **Supplies**
- **Equipment**
- **Services**

The next concern that needs to be addressed is: What are the benefits of a centralized program? Whenever you are dealing with changing a system, the benefits must not only outline the pitfalls; the new system must also affect the bottom line. We talk about bottom line in the school business it can and should include more services for the dollars now spent. One of the best ways to sell what we do is to provide more services. Often the school site will never see cost savings; they will always see better quality.

The way we attain this is by:

- **One purpose - We all have the same goal and objective**
- **Expertise - We become experts in our leadership because this is all that we do**
- **Standardized training - Training to the real need, not assumed needs. All employees have the same training**
- **Eliminate abuse - You become accountable to a knowledgeable supervisor and are responsible to knowledgeable leadership of the industry**
- **Better long range planning - Develop long-range plans that are acceptable to the industry you work in and that meets these needs.**

- Those who understand the acceptable industry standard measure:

Realistic evaluation
Evaluation of services
Service sites needs

- Able to deal with the specific cleaning or service need of the site with the expertise of a cleaning department that is trained in that business.

Now that we have addressed what the drawbacks are, we now can answer the concerns of the skeptics who will tell us why it will not work. This is not always the question we want to discuss. We will never get to square one in making this change unless we can answer their questions to their satisfaction. We must remember all changes must address the pros and cons. What are the disadvantages?

The supervisor is not available at each specific site at all times to deal with emergencies.

- Develop a plan to address emergencies.
- Include flexibility in scheduling to allow for unexpected needs.

Site supervisor may see centralized supervisors as a threat to their ability to operate their school and thus they may want to see the system fail.

- Convince the site supervisor to see your function as providing a service to the site.
- We are here to make your job easier and to allow you freedom to be more effective.

What happens when site needs interfere with the assigned work on the cleaning schedule?

- Develop a plan to handle site needs.
- Involve site administrator in schedule change and develop a priority list of what will be done first
- Reinforce that we are there to support the school program.

The next step in the process is to determine how a centralized program works. Many of the concepts in this article will be helpful in developing your centralized program, yet to make it work it must be fitted to your particular environment. Develop a plan for implementing your program then look at your plan and make sure you feel it will work in the practical every day world. I would also recommend you do a pilot program at two or three sites. This gives you a good environment for success.

Develop clear lines of communication with each administrator. This is the critical factor. The centralized system will not work if clear lines of communication are not established. The most important thing you can do is to develop a climate of open communication. Let them know what you are doing with the custodial workers on their sites so that when issues you have dealt with get back to the site administrator they are aware of your direction. Along with communication is your

response to their needs in a prompt fashion. Often quick response will defuse many of the crisis situations that arise. The better your response to their needs, the more they will trust you to handle their custodial needs.

The next area to develop is flexibility in your program. For each position the amount of flexibility will depend on the needs of the position. Change is always a consideration when you are involved in education, not only in the need of the school, but also on how we do our job. As the industry changes and improves we must also. The bottom line is your plan must provide a better service than they now receive. How you will accomplish this will need to include the following:

- A quality assurance program (including inspection program).
- Recognition for good work performance.
- A plan to correct poor work performance.
- Develop a team concept for the department
- Develop a quality-training program that meets your specific needs.
- Develop a value-added concept about your department and advertise it.

In setting up your centralized program as you have seen, we need to make sure that we at some point, early in the process look at what kind of services our customer wants and how we can provide these services. To make this concept work we need to develop supervisors who can communicate, are flexible, good teachers, dedicated, and believe that 100% quality is all that is acceptable. Poor supervisors can defeat all the good the program can do. This program allows you to provide the best possible services which in turn allows the site administrators to do what they have been hired to do...teach students! The goal should always be the highest quality education possible.

CUSTODIAL INSPECTION FORM – NIGHT CUSTODIAN

[illegible]

CASBO CUSTODIAL STAFFING AND SERVICE TIME STANDARDS

In determining custodial staffing, you must incorporate what standard of cleaning the client is willing to pay for and the cleaning services that are a necessary to promote healthy conditions. Services performed by site custodians that are not part of the custodial service time standard would create less time for necessary cleaning and is not reflected in the formula designed for the CASBO Custodial Staffing and Service Time Standards.

In evaluating the time line for a day custodian, defined as a person who works at a school site while students are present, you will need to determine the school site's needs and the cleaning time available.

In developing these time standards, enough time has been allotted to clean all areas at the school site and reflects the cleaning standards as identified in the CASBO Custodial Handbook. Assigning custodial staff to non-cleaning tasks not assigned in the CASBO Custodial and Service Time Standards formula will allow necessary cleaning to be postponed or neglected.

☛ 8 hours	480 minutes
☛ 2 breaks (15 min. each)	30 minutes
☛ security check replace tools and equipment	20 minutes
☛ time available for cleaning	<hr/> 430 minutes

☐ NON CLEANING DUTIES:

☛ Open - the school check for vandalism, safety concerns, maintenance items.	40 minutes
☛ Playground - field inspection	25 minutes
☛ Miscellaneous duties including teacher and site manager requests, activity set-ups, repairing furniture/equipment, ordering and delivering supplies	60 minutes
Put up flag and p.e. equipment.	20 minutes

☐ Cleaning duties

☛ Clean front of school daily	30 minutes
☛ Clean drinking fountains daily	2 min each
☛ Clean child care facilities	30 min. each
☛ Set up for lunch	30 min daily
☛ Clean hallway	6 min per 1000 sq. ft.
☛ Clean multi-use room	9 min per 1000 sq. ft.
☛ Clean kitchen	20 minutes per 1000 sq. ft.
☛ Rest room care	2 min. Per fixture
☛ Clean patio areas	15 min per 1000 sq. ft.

The first step in determining a cleaning schedule for the night custodian is to calculate how much cleaning time is available in a given time shift:

⌚	8 hours	480 minutes
⌚	less 2 breaks	(30) minutes
⌚	less 2 security checks	(35) minutes
⌚	time available to clean	<u>415 minutes</u>

The procedure for cleaning classrooms is listed below:

Regular classroom

☛	Sweep or vacuum the floor	9 minutes
☛	Clean sinks, dump trash, check pencil sharpener	3 minutes
☛	For science rooms for each sink add	45 sec.

Weekly duties one each day 5 minutes

⇒	Monday	Dust horizontal surfaces
⇒	Tuesday	Clean chalk trays and Spot clean doors and walls
⇒	Wednesday	Clean table tops and/or desk tops
⇒	Thursday	Clean sink counters and spot clean carpets
⇒	Friday	Clean chalk/white boards and trays

*** Note in cleaning sinks do not forget to clean fixtures, dispensers, and edges.**

TIME LINE FOR OTHER CLEANING:

☛	Multipurpose room	9 minutes per 1000 sq. Ft.
☛	Home EC. Including wet mop	30 minutes per. Rm.
☛	Kitchen and rest rooms if applicable including damp mopping	20 min./ 1000 sq. ft
☛	Gymnasium	6 min./ 1000 sq. ft
☛	Shops	10 min./ 1000 sq. ft
☛	Clay and art rooms including damp mopping	17 min/ 900 sq. ft.
☛	Office	20 min /1000 sq. Ft.

Rest Room Care Is the Most Important Function that we perform and Carries the Highest Priority of Our Time!!

Rest rooms should be maintained accordingly: all dispensers checked for paper and soap, floors should be swept and damp mopped (paying close attention to the borders and behind the doors), sinks, toilets and urinals should be sanitized (paying close attention to cleaning under the rim & lip of toilet and urinals), mirrors should be cleaned and trash bins emptied, partitions, walls, and fixtures should be dusted daily (including vents weekly). Rest rooms with less than 10 fixtures will take 2 minutes per fixture to clean, and rest rooms with 11 or more fixtures will take 1.5 minutes per fixture to clean.

Upgrade of the original CASBO FORMULA

(1) One custodian for every 13 teachers.

- Plus
- (2) One custodian for every 325 students
- Plus
- (3) One custodian for every 13 rooms
- Plus
- (4) One custodian for every 18,000 sq. ft.
- (5) Total the above and divide by four to indicate the number of custodians needed
- (6) Schools of less than 450 students need to add .30 FTE (Full Time Equivalent) to the final calculation
- (7) Community usage
- Elementary School .06 FTE
 - Middle School 25 FTE
 - High School .50 FTE
 - College (if Custodians Perform) 1.00 FTE

This will provide the correct number of custodians to clean and maintain a building to the above timelines and the standards found in the CASBO Custodial Handbook. We will use a large elementary and a small elementary.

To determine the number of custodians needed for a school of 38,000-sq. ft. with 25 teachers, 685 students, and 23 classrooms, we add and divide and round to the highest tenth as follows:

25 Teachers divided by 13	=	1.92	
685 students divided by 325	=	2.10	
23 classrooms divided by 13	=	1.78	
38,000 Sq ft divided by 18,000	=	2.11	
<hr/>			
Total divided by 4	=	7.91	= 1.97
Community usage		.06	
Less than 450 Allowance		NA	
Total		2.03	FTE
You need 2.00 custodians			
14 Teachers divided by 13	=	1.08	
304 students divided by 325	=	.94	
25 classrooms divided by 13	=	1.92	
41,580 Sq. ft. divided by 18,000	=	2.31	
<hr/>			
Total divided by 4	=	6.25	= 1.56
Community usage		.06	
Less than 450 allowance		.30	
		1.92	FTE
You need 2.00 custodians			

Remember, this formula takes into consideration the total campus including restrooms, gyms, outside areas, offices, classrooms and ECT. How you allocate each assignment will be in the District Custodial Handbook

CLEANING STANDARDS DEFINED

The purpose of this section is to offer a definition of ***“what is clean.”*** Once, “what is clean” has been determined then supervisors and employees know what is expected of them. We have attempted to keep things as simple as possible, using only four categories to evaluate work done in several cleaning tasks. The four categories are listed below. How they are used to evaluate the work done in several cleaning tasks follows. You will also find forms at the end of the section meant as an aid for inspecting custodial areas.

- 1. Unacceptable.**
- 2. Needs Improvement.**
- 3. Meets Standards.**
- 4. Exceeds Standards.**

HARD SURFACED FLOORS: TILE, VINYL, WOOD & CONCRETE

Sweeping and or Dust Mopping of Hard Surfaced Areas:

1. Area not swept any evidence of effort.
2. Some effort shown. Dust and paper bits still visible.
3. Floor acceptable, accessible areas, most areas dust free.
4. Corners clean, all furniture moved and cleaned under, room free of visible dust.

Mopping (spot) Classrooms and Offices:

1. Full of spots and marks.
2. Some spots cleaned but visible soil remains.
3. Acceptable, looks as if most visible soil has been removed.
4. No visible soil or residue buildup.

CARPET CARE

Vacuuming:

1. Not vacuumed, littered, no evidence of effort.
2. Some effort made, litter and dust still visible.
3. Is teachable, no buildup, most litter gone.
4. No buildup, no visible litter.

Spots & Stains:

1. Very heavily stained and spotted, no effort shown to remove stains or spots.
2. Some effort shown, some spots removed but many stains and spots still present.
3. Maximum effort shown to remove stains or spots, very few visible.
4. Spotless, no visible stains or spots.

OTHER AREAS

Chalkboards & Trays:

1. Chalkboards and trays loaded with dust.
2. Some effort, accumulation of dust, boards needs to be cleaned of excess dust.
3. Acceptable, shows good effort.
4. No visible ghost writing, rails dust free, boards have a slight chalk film on him or her.

Counters:

1. Very dusty, soiled, and no evidence of effort shown.
2. Some effort shown, not clean, dust and soil very visible in areas.
3. Acceptable, dusted, existing spots extremely light.
4. No visible dust or soil, evidence of extra care and effort to preserve the surfaces.

Doors:

1. Very heavily soiled, no effort or cleaning visible.
2. Some effort shown but not clean.
3. Acceptable, free of most soil.
4. Spotless, free of all soils and marks.

Furniture:

1. Heavily soiled, marks all over, no effort shown.
2. Fingerprints shown, some dirt buildup still presents, some effort shown.
3. Acceptable, clean but no shine.
4. No visible dust or soil shows that extra effort was made, shiny.

Glass:

1. Glass very dirty, visibility highly impaired, probably not cleaned for quite some time.
2. Glass needs cleaning, many fingerprints and dust visible.
3. Glass only slightly dusty and free of fingerprints looks fairly clear.
4. Glass dust free, visibility excellent, looks like it was cleaned recently.

Sinks:

1. Sinks very dirty, sink ledges show caked soap deposits, bright work is dull and dirty, no evidence of effort.
2. Some effort shown, still looks dirty yet no long-term buildup.
3. Sink clean, no buildup, top and bright work clean but no shine.
4. Sink very clean and shows high luster indicates super effort.

Walls:

1. No effort shown, soiled heavily.
2. Effort shown but many spots and writing on walls.

3. Acceptable, free of most soil and writing.
4. Spotless, free of visible soil and markings.

Window Sills:

1. Heavily soiled or dusty, no effort shown.
2. Some effort shown, dirt still in corners, streaked, most buildup cleaned up.
3. Acceptable cleans, but no real shine.
4. No visible soil or dust, shiny, extra effort was made.

RESTROOMS & LOCKER ROOMS

Dispensers:

1. No effort shown, dispensers empty.
2. Some effort shown, paper is low but not empty, dust on top of dispenser, the knob to release paper is dirty, fingerprints on dispenser.
3. Acceptable, looks clean filled.
4. No visible soil, dispenser surface has been maintained in like new conditions

Doors:

1. Very heavily soiled no effort of cleaning visible.
2. Not clean around handles and bottom of doors, fingerprints on door.
3. Acceptable, free of most soil.
4. Spotless, free of all soils and marks.

Floors:

1. Littered, soiled, shows no cleaning effort strong odor present.
2. Some effort shown, boards and corners not clean, floor streaked with soil, slight odor present.
3. Acceptable, floor mopped, evidence of effort, no odor.
4. Spotless, no visible signs of soil, no odor.

Mirrors:

1. Very dirty, soiled, spotted with soap and water buildup, no effort shown.
2. Most buildup taken off, streaked spots not cleaned, dusty, some effort shown.
3. Acceptable, free of most dirt, some hazing.
4. No visible soil has bright shine.

Partitions:

1. Heavily soiled, graffiti not cleaned, dusty.
2. Some effort shown, dust, fingerprints and some graffiti visible.
3. Partitions generally clean, most graffiti cleaned, recently dusted.
4. Partitions very clean, free of all soil, spots and marks.

Sinks:

1. Sinks very dirty, sink ledges have dirt buildup, bright metal dirty, and no evidence of effort.
2. Some effort shown still has residue present, very dull, looks as if not cleaned properly especially on bright work.
3. Sinks acceptable, very little evidence of in bowl or on top of surfaces.
4. No visible signs of soil, fixture has high luster look.

Toilets:

1. Toilets very dirty, scum lines, sidewalls streaked and stained, deposits on inside lip, seat and bright work dirty, no effort shown, strong odor.
2. Water line still present, streaks on top not cleaned some odor still present, evidence of effort present.
3. Toilets acceptable, seats and sidewalls clean, scum lines almost gone, few, if any, odor free, exterior clean.
4. Toilets very clean, surface has high luster, no streaks or odor.

Urinals:

1. Urinals very dirty, walls stained and streaked, water deposits and buildup inside lips and edges, has odor, no evidence of effort.
2. Some effort shown, odor still present, buildup and stains there but no long term buildup and evidence of cleaning present.
3. Acceptable walls almost streak free, little or no buildup.
4. Very clean, no streaks or buildup has lustrous look.

Walls:

1. No effort shown, soiled heavily.
2. Some soil, clean but most walls have food and fingerprints visible.
3. Acceptable, free of most soil and writing.
4. Spotless, free of all visible soil and markings.

Waste Receptacles:

1. Very dirty, inside and out, not emptied, no clean liner.
2. Dirt visible inside and out, some effort shown, no liner present or is dirty, trash has been emptied.
3. Acceptable, emptied, fairly clean inside and out, has a liner.
4. Spotless, completely clean with clean liner.

Lockers:

1. Very dusty, soiled, and no evidence of effort shown.
2. Some effort shown, not clean, dust and soil very visible in areas.
3. Acceptable, dusted, existing spots extremely light.
4. No visible soils evidence of extra effort and care taken to clean the surface.

STANDARDIZED CLEANING METHODS

Good Things to Know:

- A well-maintained building is easier to keep clean.
- The longer a stain, soil or dirt is allowed to remain on the surface, the harder it will be to remove.
- When you buy products, be careful not to let cost be the only determining factor in making your choice.
- Be sure to properly measure all chemicals. Use a metering system. This can be as simple as a 1-oz. pump or one of the many metering control systems offered by vendors, for most measurements.
- Apply thin coats of finish rather than a heavy one.
- Follow the directions on the label.
- When cleaning restrooms, don't use perfumed deodorizers to cover odors. Thoroughly clean and use products that kill germs and bacteria. Be sure to clean under rims of urinals and toilet bowls. **These are out of the way places that require thorough cleaning.**

Learn about surface variation. There are great differences in floor, wall and other surfaces. Use products and procedures that will do the best job and that are made for that particular surface.

Recommend, where possible, surfaces you have learned to be the easiest to maintain and equipment you have found to be the most efficient.

Clean and maintain equipment in working order. Safety, trouble-free operation, proper results, longer life and appearance are all benefits.

Learn how to use equipment to the best advantage. There is a right and a wrong way to swing a mop. Use the right product and equipment for the job. Don't be afraid to ask for help if you don't know how. Think safety first. Know where to find hazardous substances binder and where to find Material safety data sheet (M.S.D.S.) in the binder. Remember that when cleaning, you must always wear your rubber gloves.

Chalkboards and White Boards: Care & cleaning

What are chalkboards?

Chalkboards are very essential pieces of educational equipment. They require very special care if we are to receive proper use of them. If we mistreat them, they will become hard to use and you, as a custodian, will get many complaints. If you treat them right and use proper cleaning procedures, they will serve the school well and you will have to spend very little time on them.

Equipment Needed:

- Clean soft towel
- Felt eraser
- Finney board cleaner
- Dust cloth for trays

Procedure:

- Erase the entire board with the felt eraser.
- Erase with the rubber side of the Finney.
- Using the chamois side of the Finney or towel, make straight, horizontal strokes across the board. Keep wiping the Finney or towel to keep it clean. Start at the top of the board.
HELPFUL HINT: Use a green pad to restore the chamois side of the Finney.
- **NEVER** use water in the daily cleaning of boards.
- Dust the chalk tray moving erasers and chalk to do a thorough job.

Information about Chalkboards:

- Water and chalk do not mix and will fill pores, making it hard to use the board.
- Use caution when using chalkboard chemicals. Use these chemicals only with custodial supervisor's permission.
- Use good felt erasers to make the job easier. To get the cheapest erasers is not always the best. The better eraser will last longer.
- Chalk that is made of high quantities of pigments and similar substances is not good. Also, watch for use of certain colored chalk and wax crayons on the chalkboards.
Removal of colored crayon and finger markers can be accomplished with a druggist's pumice. Use caution so as not to scratch the board with over abrasion

What are White Boards?

White boards are fast replacing chalkboards as the favorite choice of teachers. They come in basically two forms, enamel and plastic coated. Enamel is the more durable surface and can recover from most mistakes. Plastic coated boards often require you follow the manufacture recommendations as to which writing pens to use and cleaning chemicals to purchase. If these recommendations are not followed your staff might not be able to remove the writing off the board. Since white boards are fairly new it is recommended that you follow the cleaning procedures that the manufacture of the board has supplied.

Dusting**Equipment needed:**

- Treated dust cloth
- Extending duster

Procedure:

- Dust all horizontal surfaces, as dust tends to settle on the surfaces.
- Areas that tend to attract dust include televisions, computers, television carts, phones, desks, windowsills & bookcases.

- Keep dust clothes in the plastic container it came in or a ziploc baggie. This will stop the treatment from evaporating.
- Laboratory tables are often black and will show dust if not dusted on a regular basis.
- When using a dust cloth change the folds often to always have a clean surface.
- When dusting a desk, put items back where you found them. You are not required to dust a cluttered desk.
- Dust from left to right and high to low.
- Dust vents and clock with extending duster.
- Remember that dusting will keep a room smelling fresh while you dust.
- Be on the lookout for cobwebs.
- One area that accumulates dust is a door casing.

Lamp Replacement

Equipment Needed:

- Stepladder or Scaffold
- Duster
- Replacement bulbs or tubes
- Screwdriver
- Rubber gloves and Goggles
- Special bulb replacement tool

Procedure:

- Make sure the problem is just a burned out lamp and not ballast or other maintenance problem. Note: If you hear a humming sound coming from the fixture, it is probably a ballast problem. Mark the fixture with masking tape.
- Turn off electricity.
- Set up stepladder following all ladder safety rules.
- Open fixture and change all lights in the fixture making sure to clean the fixture before replacing bulbs. Make sure that all that parts of the fixture are safe and in good repair.
- Wear safety goggles whenever you change lights as they have a tendency to break.
- Wear rubber gloves as well.
- Make sure you properly dispose of used bulbs and tubes.
- Do not change wattage without consulting your supervisor.
- Maintain a replacement record.
- Turn electricity back on to see if the light works.
- If necessary, report repairs by phone or work order form.

Mopping Floors

Equipment Needed:

- Mop bucket (26-qt.)
- Down, or side-press wringer
- Neutral cleaner properly mixed with water

- 24-oz. cotton blend mop with quick release handle
- Putty knife

Procedure:

- When sweeping floors, pay particular attention to corners. The most important part of mopping is preparation. To have a clean looking floor, be sure to sweep well.
- When damp mopping; be sure to let the chemical do the work for you. If you have a spill that is sticky or hard to clean, let the chemical soak in for a few seconds and it will be much easier to clean.
- Have your putty knife ready to pry up gum, glue, etc.
- Avoid excessive use of water. Most complaints regarding streaked floors are the result of using too much water. Remember, you are damp mopping not wet mopping, so wring out all excess water out of mop before mopping.
- Use clean water and keep it clean. Dirty water will not clean your floors.
- Be careful not to splash the baseboards with your mop.
- A good rule, after rinsing mop three times, is to change the water.
- Avoid cross contamination. Color code mops so that the mop used to clean restrooms is not the same one mopping the kitchen or kindergarten floor.

Mopping Frequency

- The use of the room or area will determine how often it should be mopped.
- Kitchens should be mopped daily.
- Hallways should be mopped as need indicates. Rainy season keep floors dry.
- Classrooms should be spot mopped daily and mopped when necessary.
- Restrooms and locker rooms must be mopped daily with a germicidal detergent.

Vacuum Cleaners

Types of Vacuum Cleaners:

- Wet/Dry vacuum machines are used to remove liquids such as floods or just scrubbing of tile floors.
- Upright vacuums with beater bar for brush used to clean carpets with pads to help break the debris loose for better cleaning
- Tank type both back pack and canister are used to clean carpets and perform some dusting

Procedure

- One slow movement over the area is better than several fast, short back-and-forth movements. When the flow of air is stopped or obstructed, cleaning action is limited or stopped.
- Vacuum room after you dump the trash and have done your other assigned tasks. Note: If you are going to spot clean carpets, spray the spot when you begin to clean the room, and before you vacuum, brush out the spot with the spotting tool.
- Move all easily moved items when you vacuum making sure you put all furniture and equipment where you found them.
- Place the machine in the part of the room that allows maximum use without moving machine or cord.
- Push vacuum across carpet in long slow passes that cover as much as possible with each stroke. Overlap each subsequent stroke. Use as large a vacuum head as possible to clean the room easily. Usually one pass is sufficient if done properly. **Note: studies have established that most peoples over- vacuum.**
- Return furniture and equipment to correct position in the room to ensure room is ready for next use.
- Attachments should be used to vacuum hard-to-reach places.

Windows - Inside Cleaning

Equipment Needed:

- Glass cleaner properly mixed with water in a spray bottle.
- Clean, lint-free rag or wiper.
- Razor blade scrapers. Don't use razor blades without holders.
- Ladder

Procedure:

- Spray window to be cleaned.
- Clean the outer edges and corners first then clean rest of window.
- If the wipe gets wet or dirty, use a second wipe.
- Clean sills and frames with a moist wipe.
- Inspect windows and hardware for wear and damage.

Windows - Outside & Doors

Equipment Needed:

- Glass cleaner properly mixed with water.
- Window cleaning kit.
- Extension handle
- Rags or wipes
- Razor blade scraper
- Bucket with wheels

- Hose with nozzle

Procedure:

- Use hose to rinse off loose dirt on windows and ledges.
- Use window brush to apply cleaner, then clean.
- Rinse with hose again.
- Use caution to make sure all windows and doors are closed.
- Squeegee if necessary then dry with rags.

**CHEMICALS CURRENTLY RECOMMENDED BY
MIKE ZUREICH, CONSULTANT**

All chemicals listed have been tested in a school setting.

<u>Chemical</u>	<u>Supplier</u>	<u>Manufacturer</u>	<u>Contact</u>	<u>Telephone</u>
<u>Restroom Care</u>				
<u>Quaternary Cleaners - Hospital Grade - 2 Quat.</u>				
a) NDC -64	Cole Supply	Affiliated Labs	Devin Cole	925-935-2842
b) Rejuvna1	E. S. Supply	Hillyard Chem	Tom Winner	925-433-7025
c) Viroguard/Q	Skill Supply	Spartan	Steve Palmer	925-676-3478
<u>Discolor/Acid Cleaner - Low Concentration</u>				
a) XXX Great				
Rest room Cleaner	Cole Supply	Chemifax	Devin Cole	925-935-2842
b) Sparcling	Skill Supply	Spartan	Steve Palmer	925-676-3478
c) Tile Brite	Cole Supply	Affiliated Labs	Devin Cole	925-935-2842
<u>Liquid Enzymes</u>				
a) Liquid/Enzymes	E. S. Supply	Hillyard Chem	Tom Winner	925-433-7025
b) Liquid/Enzymes	Cole Supply	Affiliated Labs	Devin Cole	925-935-2842
c) Con Sume	Skill Supply	Spartan	Steve Palmer	925-676-3478
<u>Cream Cleanser</u>				
a) Soft clean	Cole Supply	Affiliated Labs	Devin Cole	925-935-2842
b) Non-Abrasive/ Cream Cleaner	SurTec	SurTec	Carol Newman	925-582-7800
c) Spar Creme	Skill Supply	Spartan	Steve Palmer	925-676-3478
<u>Floor Cleaners (Must Be Neutral)</u>				
a) Soil Away	Cole Supply	Chemifax	Devin Cole	925-935-2842
b) Super Shine All	E.S. Supply	Hillyard	Tom Wyner	925-433-7025
c) N.C. 125	SurTec	SurTec	Carol Newman	925-582-7800
<u>Glass Cleaners</u>				
a) Window Clean	E.S. Supply	Hillyard	Tom Wyner	925-433-7025
b) Long Shot	Cole Supply	Chemifax	Devin Cole	925-935-2842
c) Short Shot	Skill Supply	Klix Chemical	Steve Palmer	925-676-3478
<u>Strippers - Floor Finish</u>				
<u>Ammoniated</u>				
a) Ultra Strip	SurTec	SurTec	Carol Newman	925-582-7800
b) Super Strip	SurTec	SurTec	Carol Newman	925-582-7800
c) Assault	E. S. Supply	Hillyard Chem	Tom Winner	925-433-7025
<u>Neutralizer Rinses</u>				
a) D.I.B.S. Neutralizer/ Conditioner	Cole Supply	Walton March	Devin Cole	925-935-2842
c) Neutralizer/ Conditioner	Skill Supply	Walton March	Steve Palmer	925-676-3478

<u>Chemical</u>	<u>Supplier</u>	<u>Manufacturer</u>	<u>Contact</u>	<u>Telephone</u>
<u>Degreaser-Non-Butyl</u>				
a) Formula 939	East Bay Janitorial	Fuller Brush	Rob Zavatero	925-895-2467
b) XL-300	Cole Supply	.Gen Labs	Devin Cole	925-935-2842
c) Assurance	E.S. Supply	Hillyard	Tom Wyner	925-433-7025
<u>Graffiti Cleaner</u>				
a) Graffiti Master	Kelley Moore	Tough Master	Local Store	
b) Oil Flo	Skill Supply	Titan Chemical	Steve Palmer	925-676-3478
b) Oil Flo	East Bay Janitorial	Titan Chemical	Rob Zavatero	925-895-2467
c) Orange Tough 40	Skill Supply	Spartan	Steve Palmer	925-676-3478
d) Lift Off #4	Skill Supply	Spartan	Steve Palmer	925-676-3478
<u>Floor Seal</u>				
a) Seal tight	Skill Supply	Spartan	Steve Palmer	925-676-3478
b) First Lab	Cole Supply	Chemifax	Devin Cole	925-935-2842
c) Dura Seal	SurTec	SurTec	Carol Newman	925-582-7800
<u>c) Floor Finish</u>				
a) On and On	Skill Supply	Spartan Chem	Steve Palmer	925-676-3478
b) Ultimate 29	Cole Supply	Chemifax	Devin Cole	925-935-2842
c) Speed Gloss	SurTec	SurTec	Carol Newman	925-582-7800
<u>Floor Restorer</u>				
a) Discovery 2000	E. S. Supply	Hill yard Chem.	Tom Winner	925-433-7025
b) Gloss-Up	East Bay Janitorial	Chemifax	Rob Zavatero	925-895-2467
c) Brilliant	Cole Supply	Chemifax	Devin Cole	925-935-2842
<u>Carpet Cleaning Chemicals</u>				
<u>Carpet Spotter -Daily Usage</u>				
a) Professional Spotter	Cole Supply	Affiliated Labs.	Devin Cole	925-935-2842
b) " "				
3) CSR- Plus	Cole Supply	Affiliated Labs.	Devin Cole	925-935-2842
<u>Carpet Cleaner - Bonnet</u>				
a) Hard Charger	Cole Supply	Ramsey	Devin Cole	925-935-2842
b) Hard Charger	SurTec	Ramsey	Carol Newman	925-582-7800
c) TLC-III	Cole Supply	Affiliated Labs	Devin Cole	925-935-2842
<u>Carpet Cleaner - Extraction</u>				
a) Steamette	Cole Supply	Ramsey	Devin Cole	925-935-2842
b) Steamette	SurTec	Ramsey	Carol Newman	925-582-7800
c) CEC-64	Cole Supply	Affiliated Labs.	Devin Cole	925-935-2842
<u>Carpet Pretreatment</u>				
a) Trail Breaker	Cole Supply	Ramsey	Devin Cole	925-935-2842
b) Trail Breaker	SurTec	Ramsey	Carol Newman	925-582-7800
c) TLC-III	Cole Supply	Affiliated Labs.	Devin Cole	925-935-2842

<u>Chemical</u>	<u>Supplier</u>	<u>Manufacture</u>	<u>Contact</u>	<u>Telephone</u>
<u>Deodorizers</u>				
a) Stop Odor	Skill Supply	Exsel	Steve Palmer	925-676-3478
b) CD 417	SurTec	SurTec	Carol Newman	925-582-7800
<u>Deformers</u>				
a) Foam Kill	Skill Supply	Fed. Chem.	Steve Palmer	925-676-3478
b) Defoam	Cole Supply	Affiliated Labs.	Devin Cole	925-935-2842
<u>Concrete Seal</u>				
a) Dura-Seal	Cole Supply	.Gen Labs	Devin Cole	925-935-2842
b) Con Seal	SurTec	SurTec	Carol Newman	925-582-7800
<u>Tartan Sports Floor</u>				
a) Protective Coating	E.S. Supply	Hillyard Chem	Tom Wyner	925-433-7025
<u>Wood Floor Finish - Water Borne Epoxy</u>				
a) Contender	E.S. Supply	Hillyard Chem	Tom Wyner	925-433-7025
No other acceptable at this time.				
<u>Pigmented Concrete Seal</u>				
a) Contender Concrete Seal	ES Supply	Hillyard Chem	Tom Wyner	925-433-7025
b) Epoxy seal	Skill Supply	Spartan Chem.	Steve Palmer	925-676-3478
<u>Dust Mop Treatment</u>				
a) Hil-Tone	E.S. Supply	Hillyard	Tom Wyner	925-433-7025
b) Dust off	Cole Supply	Carroll Company	Devin Cole	925-936-2842

CENTRALIZING OUR CLEANING PROGRAM

One of the two biggest debates in the cleaning of schools is how to supervise custodial workers and the method of cleaning using a crew or single school site custodian. This article will deal with centralized custodial services as compared to decentralized or site based supervision of custodial workers. This debate has been debated for many years without really addressing the major issue:

Which system will result in the best service to the student?

In regard to the first issue of centralizing the custodial program, there are several reasons. The most important being a standardized program that will allow us to perform the cleaning tasks at all sites in much the same format. What this means is that most jobs performed will be developed to work at all sites and all employees will perform these tasks in the same manner with the same equipment. This advantage also helps in that fill in people will also be fitted into this program which has always been a problem for the school site. In standardizing we need to address the following:

- **Operation**
- **Supplies**
- **Equipment**
- **Services.**

The next concern that needs to be addressed is: What are the benefits of a centralized program? Whenever you are dealing with changing a system, the benefits must not only outline the pitfalls; the new system must also affect the bottom line. We talk about bottom line in the school business it can and should include more services for the dollars now spent. One of the best ways to sell what we do is to provide more services. Often the school site will never see cost savings; they will always see better quality.

The way we attain this is by:

- **One purpose - We all have the same goal and objective**
- **Expertise - We become experts in our leadership because this is all that we do**
- **Standardized training - Training too real need not assumed needs. All employees have same training**
- **Eliminate abuse - You become accountable to a knowledge supervisor and are responsible to knowledgeable leadership of the industry**
- **Better long range planning - Develop long-range plans that are acceptable to the industry you work in and that meets these needs.**
- **Those who understand the acceptable industry standard measure:**
 - **Realistic evaluation**
 - **Evaluation of services**
 - **Service sites needs**

- **Able to deal with the specific cleaning or service need of the site with the expertise of a cleaning dept. that is trained in that business.**

Now that we have addressed what the drawbacks are, we now can answer the concerns of the skeptics who will tell us why it will not work. This is not always the question we want to discuss. We will never get to square one in making this change unless we can answer their questions to their satisfaction. We must remember all changes must address the pros and cons. What are the disadvantages?

The supervisor is not available at each specific site at all times to deal with emergencies.

- **Develop a plan to address emergencies.**
- **Include flexibility in scheduling to allow for unexpected needs.**

Site supervisor may see centralized supervisors as a threat to their ability to operate their school and thus they may want to see the system fail.

- **Convince the site supervisor you see your function as providing a service to the site.**
- **we are here to make your job easier and to allow you freedom to be more effective.**

What happens when site needs interfere with the assigned work on the cleaning schedule?

- **Develop a plan to handle site needs.**
- **Involve site administrator in schedule change and develop a priority list of what will be done first**
- **Reinforce we are there to support the school program.**

The next step in the process is to determine how a centralized program works. Many of the concepts in this article will be helpful in developing your centralized program, yet to make it work it must be fitted to your particular environment. Develop a plan for implementing your program then look at your plan and make sure you feel it will work in the practical every day world. I would also recommend you do a pilot program at two or three sites. This gives you a good environment for success.

Develop clear lines of communication with each administrator. This is the critical factor. The centralized system will not work if clear lines of communication are not established. The most important thing you can do is to develop a climate of open communication. Let them know what you are doing with the custodial workers on their sites so that when issues you have dealt with get back to the site administrator they are aware of your direction. Along with communication is your response to their needs in a prompt fashion. Often quick response will defuse many of the crisis situations that arise. The better your response to there needs, the more they will trust you to handle their custodial needs.

The next area to develop is flexibility in your program. For each position the amount of flexibility will depend on the needs of the position. Change is always a

consideration when you are involved in education, not only in the need of the school, but also on how we do our job. As the industry changes and improves we must also. The bottom line is your plan must provide a better service than they now receive. How you will accomplish this will need to include the following:

- A quality assurance program (including inspection program).
- Recognition for good work performance.
- A plan to correct poor work performance.
- Develop a team concept for the department
- Develop a quality-training program that meets your specific needs.
- Develop a value-added concept about your department and advertise it.

In setting up your centralized program as you have seen, we need to make sure that we at some point, early in the process look at what kind of services our customer wants and how we can provide these services. To make this concept work we need to develop supervisors who can communicate, are flexible, good teachers, dedicated, and believe that 100% quality is all that is acceptable. Poor supervisors can defeat all the good the program can do. This program allows you to provide the best possible services which in turn allows the site administrators to do what they have been hired to do...teach students! The goal should always be the highest quality education possible.

CUSTODIAL INSPECTION FORM – NIGHT CUSTODIAN

[illegible]

Custodial Schedule for Cunningham Building

First Floor

10:00pm-6:30am

The cleaning of restrooms will include: checking dispensers for paper products and liquid hand soap, sweeping floors, dumping trash, cleaning sinks. In cleaning toilets and urinals **(paying close attention to cleaning under the rim and lip of toilets and urinals)**. Cleaning mirrors, damp mopping floors **(paying close attention to borders and behind the doors)** daily, and dust weekly.

10:00pm-12:00am Clean rooms 101,102,103,104,105,108,110

12:00am-12:15am First Break

12:15am - 2:00am Clean rooms 111,112,114, 115

2:00am - 2:30am Lunch Break.

2:30am - 4:30am Clean all first floor rest rooms, 117, and 117A

4:30am - 4:45am Last Break.

4:45am - 6:15am Clean rooms: 132,119, 120 A-H, 123 and offices as assigned below
Monday- 107,121,
Tuesday-122, 126,
Wednesday- 127,128,
Thursday129, and 130
Friday- Trash all offices

6:15am-6:30 am Security Check.

6:30am End of shift.

In cleaning of classrooms, the following will hold true:

DAILY DUTIES

DAILY: Sweep or vacuum floors, dump trash, clean chalkboards/whiteboards including trays, empty pencil sharpeners, clean sinks if applicable, **replace vacuum bag when half full.**

MONDAY: Dust all horizontal surfaces including counters.

TUESDAY: Clean windows, walls and doors as time allow.

WEDNESDAY: Clean student desk tops in all classrooms.

THURSDAY: Clean sink counters.

FRIDAY: Spot clean carpets and floors.

Approved: _____ **Date** _____

I have read, understand, and received a hardcopy of the cleaning schedule outlined above.

Custodian _____ **Date** _____

**Custodial Schedule for Cunningham Building
First and Second Floor
10:00pm-6:30am**

The cleaning of restrooms will include: checking dispensers for paper products and liquid hand soap, sweeping floors, dumping trash, cleaning sinks. In cleaning toilets and urinals **(paying close attention to cleaning under the rim and lip of toilets and urinals)**. Cleaning mirrors, damp mopping floors **(paying close attention to borders and behind the doors)** daily, and dust weekly.

First Floor

10:00pm-12:00am Clean rooms: 124, 125,131A-H, Clean all stairwells

12:00am-12:15am First Break.

Second Floor

12:15am - 2:00am Clean rooms 233 A and B, 234,230,237,238,242,239
Clean offices as assigned below:
Monday- 201,224, and 225
Tuesday- 227,228,and 229
Wednesday- 230A, 231,232
Thursday 235, 236, and 240
Friday- 241, and trash in all offices

2:00am - 2:30am Lunch Break.

2:30am - 4:30am Clean rooms 212,214,215,216

4:30am - 4:45am Last Break.

4:45am - 6:15am Clean rooms 205A-D, 218, 219 and stairwell by 230

6:15am - 6:30am Security Check.

6:30am End of shift.

In cleaning of classrooms, the following will hold true:

DAILY DUTIES

- DAILY:** Sweep or vacuum floors, dump trash, clean chalkboards/whiteboards including trays, empty pencil sharpeners, clean sinks if applicable, **replace vacuum bag when half full.**
- MONDAY:** Dust all horizontal surfaces including counters.
- TUESDAY:** Clean windows, walls and doors as time allow.
- WEDNESDAY:** Clean student desk tops in all classrooms.
- THURSDAY:** Clean sink counters.
- FRIDAY:** Spot clean carpets and floors.

Approved: _____ **Date** _____

I have read, understand, and received a hardcopy of the cleaning schedule outlined above.

Custodian _____ **Date** _____

**Custodial Schedule for Cunningham Building
Second and Third Floor
10:00pm-6:30am**

The cleaning of restrooms will include: checking dispensers for paper products and liquid hand soap, sweeping floors, dumping trash, cleaning sinks. In cleaning toilets and urinals (paying close attention to cleaning under the rim and lip of toilets and urinals). Cleaning mirrors, damp mopping floors (paying close attention to borders and behind the doors) daily, and dust weekly.

Second Floor

- 10:00pm-12:00am** Clean all restroom on 2nd floor, rooms 220A-D, 226, and mens and womens restrooms on third floor.
- 12:00am-12:15am** First Break.

Third Floor

- 12:15am - 2:00am** Clean rooms 324,325,318,333,319, and offices as assigned below:
Monday- 331
Tuesday-332
Wednesday- 334
Thursday- 334A
Friday- 334B
- 2:00am - 2:30am** Lunch Break.
- 2:30am - 4:30am** Clean rooms 301,303,304,305
- 4:30am - 4:45am** Last Break.
- 4:45am - 6:15am** Clean rooms 311 and 312, The stairwells, by 305 and 306 offices 327A-B,326,329,330,320, 321,322,333,306,307,308,309,310 on third floor and offices
Clean rooms: 132,119, 120 A-H, 123 and offices as assigned below
Monday- 327, 327A, and 327B
Tuesday- 326, 329,and 330
Wednesday- 320, 321, and 322
Thursday- 333, 306, and 307
Friday- 308, 309, and 310
- 6:15am - 6:30am** Security Check.
- 6:30am** End of shift.

In cleaning of classrooms, the following will hold true:

DAILY DUTIES

- DAILY:** Sweep or vacuum floors, dump trash, clean chalkboards/whiteboards including trays, empty pencil sharpeners, clean sinks if applicable, **replace vacuum bag when half full.**
- MONDAY:** Dust all horizontal surfaces including counters.
- TUESDAY:** Clean windows, walls and doors as time allow.
- WEDNESDAY:** Clean student desk tops in all classrooms.
- THURSDAY:** Clean sink counters.
- FRIDAY:** Spot clean carpets and floors.

Approved: _____ **Date** _____

I have read, understand, and received a hardcopy of the cleaning schedule outlined above.

Custodian _____ **Date** _____

Custodial Schedule for Cunningham Building

Fourth Floor

10:00pm-2: 00am

Four- Hour Assignment

The cleaning of restrooms will include: checking dispensers for paper products and liquid hand soap, sweeping floors, dumping trash, cleaning sinks. In cleaning toilets and urinals **(paying close attention to cleaning under the rim and lip of toilets and urinals)**. Cleaning mirrors, damp mopping floors **(paying close attention to borders and behind the doors)** daily, and dust weekly.

10:00pm-12: 00am Clean rooms 411A-D, 416, 429, and 435

12:00am-12: 15am Break.

12:15am-2: 00am Clean fourth floor rest rooms, 436, and both 4th floor stairwells, and offices as assigned below

Monday- 412, 413, 414, and 417

Tuesday- 418, 420, and 421

Wednesday- 423, 424, and 425

Thursday- 426,427,431

Friday- 432, 433, and 434

In cleaning of classrooms, the following will hold true:

DAILY DUTIES

- DAILY:** Sweep or vacuum floors, dump trash, clean chalkboards/whiteboards including trays, empty pencil sharpeners, clean sinks if applicable, **replace vacuum bag when half full**, and empty nose cone **daily** if applicable.
- MONDAY:** Dust all horizontal surfaces including counters.
- TUESDAY:** Clean windows, walls and doors as time allows.
- WEDNESDAY:** Clean student desk tops in all classrooms.
- THURSDAY:** Clean sink counters.
- FRIDAY:** Spot clean carpets and floors.

Approved: _____ **Date** _____

I have read, understand, and received a hardcopy of the cleaning schedule outlined above.

Custodian _____ **Date** _____

CUNNINGHAM CLEANING TIME ASSESSMENT FIRST FLOOR

Custodial Time Assignments				
First floor	Daily	Time Needed/minutes	Weekly	Time Needed/minutes
101 - Classroom	X	17		85
102 - Classroom	X	17		85
103 - Lecture	X	25		125
104 - Storage		5 X		5
105 part of lecture hall		0		
106 does not exist		0		
107 - office		5 X		5
108 - Science Lab	X	25		125
109 - Does not exist				
110 - Science lab	X	25		125
111 - Chemical storage	X	5		25
111A & B Chemical storage			X	5
112 - Science Lab	X	25		125
113 Does not exist				
114 - Science lab	X	25		125
115 - Science Lab	X	22		125
115 A&B			X	5
116 does not exist				
117 & 117 A Lounge	X	30		150
118 Does not exist	X			
119 - Classroom	X	17		85
Rest rooms 4 each at 20 minute each	X	80		400
120 - Disabled Services	X	5		25
120A - Office			X	5
120B - Office			X	5
120C - Office			X	5
120D - Office			X	5
120E - Office			X	5
120F - Office			X	5
120G - Office			X	5
120H - Office			X	5
121 - Office			X	5

CUNNINGHAM CLEANING TIME ASSESSMENT FIRST FLOOR

122 - Office				X			5
123 - Computer Lab	X				17 X		85
124 - Computer Lab					17 X		85
125 - Office					X		5
125 - Office	X						85
126 - Office					X		5
127 - Office					X		5
128 - Office					X		5
129 - Office					X		5
130 - Office					X		5
131 - Computer Lab	X				17 X		85
131A - Office					X		5
131B - Office					X		5
131C - Office					X		5
131D - Office					X		5
131E - Office					X		5
131F - Office					X		5
131G - Office					X		5
131H - Computer Lab	X						85
Elevator	X				10		50
Stairways 3 each @ 15 minutes each	X				45		225
TOTALS					434		2440

CUNNINGHAM CLEANING TIME ASSESSMENT SECOND FLOOR

12/9/2003 12:30 AM

Custodial Time Assignments				
Second Floor	Daily	Time Needed/minutes	Weekly	Time Needed/minutes
201 - Office			X	5
202 - Does not exist		0		0
203 - Does not exist		0		0
204 - Does not exist		0		0
205 - Computer Lab	X	17		85
205A - Office			X	5
205B - Computer Lab	X	17		85
205C - Computer Lab	X	17		85
205D - Office			X	5
206 - Does not exist		0		0
207 - Does not exist		0		0
208 - Does not exist		0		0
209 - Does not exist		0		0
210 - Does not exist		0		0
211 - Does not exist		0		0
212 - Science Lab	X	25		125
213 - Does not exist		0		0
214 - Science Lab	X	25		125
215 - Science Lab	X	25		125
216 - Science Lab	X	25		125
217 Locked and not assigned for cleaning				
218 - Science Lab	X	25		125
219 - Science Lab	X	25		125
220 - Computer Lab	X	17	X	85
220A - Computer Lab	X	17	X	85
220B - Office			X	5
220C - Office			X	5
220D - Computer Lab	X	17	X	85
221 Does not exist				
222 Does not exist				
223 - Office			X	5
223A - Office			X	5

MZ Consulting 12/9/2003 12:30 AM

CUNNINGHAM CLEANING TIME ASSESSMENT SECOND FLOOR

12/9/2003 12:30 AM

223B - Office				X		5
224 - Office				X		5
225 - Office				X		5
226 Computer Lab	X			10		50
227 - Office				X		5
228 - Office						5
129 - Office				X		5
230 - Classroom	X			17		85
230A - Office				X		5
231 - Office				X		5
232 - Office				X		5
233 - ESL Lab	X			15		75
233A - Office				X		5
233B - Office				X		5
233BB - Office				X		5
233C - Office				X		5
234 - Classroom	X			17		85
235 - Office				X		5
236 - Office				X		5
237 Classroom	X			17		85
238 - Classroom	X			17		85
239 - Mesa Office	X			10		50
240 Office				X		5
241 - Office				X		5
242 - Classroom	X			17		85
Restrooms 2 @ 20 minutes each	X			40		200
Elevator	X			10		50
Stairways 3 each @ 15 minutes each	X			45		225
TOTALS				467		2455

MZ Consulting 12/9/2003 12:30 AM

CUNNINGHAM CLEANING TIME ASSESSMENT THIRD FLOOR

12/9/2003 12:26 AM

Custodial Time Assignments				
Third Floor	Daily	Time Needed/minutes	Weekly	Time Needed/minutes
301 - Science Lab	X	25		125
302 - Does not exist		0		0
303 - Science Lab	X	25		125
203A - Storage		0		
304 & 304A - Science Lab	X	25		125
305 - Science Lab	X	25		125
305A - Unknown Usage	X	0		85
306 - Office			X	5
307 - Office			X	5
308 - Office			X	5
309 - Office			X	5
310 - Office			X	5
311 - Classroom	X	17		85
312 - Classroom	X	17		85
313 - Does not exist		0		0
314 - Does not exist		0		
315 - Does not exist		0		0
316 - Does not exist		0		0
317 - Office			X	5
317A - Office			X	5
318 Classroom	X	17		85
319 Classroom	X	17		85
220 - Office			X	5
321 - Office			X	5
322 - Office			X	5
323 - Office			X	5
324 - Classroom	X	17		85
325 - Classroom	X	17	X	85
326 - Office			X	5
327 - Office			X	5
327A - Office			X	5
327B - Office			X	5

MZ Consulting 12/9/2003 12:26 AM

CUNNINGHAM CLEANING TIME ASSESMENT THIRD FLOOR

12/9/2003 12:26 AM

328 - Does not exist			0		
329 - Office			X		5
330 - Office			X		5
331 - Office			X		5
332 - Office			X		5
333 - Classroom	X		17		85
334 - Office			X		5
334A - Office			X		5
334A - Office			X		5
334B - Office			X		5
Restrooms 2 @ 20 minutes each	X		40		200
Stairways 2 each @ 15 minutes each	X		30		150
Totals			289		1645

MZ Conslutng 12/9/2003 12:26 AM

CUNNINGHAM CLEANING TIME ASSESMENT FORTH FLOOR

12/9/2003 12:25 AM

432 - Office			X		5
433 - Office			X		5
434 - Office			X		5
435 - Classroom	X		17		85
435A - Office			X		5
436 - Small Computer Lab	X		10		50
Rest rooms 2 @ 20 minutes each	X		40		200
Totals			139		475

MZ Consluting 12/9/2003 12:25 AM

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Custodian

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

DEFINITION

To perform a full range of custodial duties related to the care, maintenance and cleaning of assigned buildings and facilities; to report unsatisfactory or dangerous conditions to higher level staff, and to perform a variety of tasks relative to assigned area of responsibility.

DISTINGUISHING CHARACTERISTICS

This is the full journey level class within the Custodian series. Employees within this class perform the full range of duties as assigned. Positions at this level receive only occasional instruction or assistance as new or unusual situations arise, and are fully aware of the operating procedures and policies of the work unit. This class is distinguished from the Senior Custodian in that the latter exercises functional and technical supervision over lower level custodial staff.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from assigned supervisory staff.

ESSENTIAL FUNCTION STATEMENTS _ *Essential responsibilities and duties may include, but are not limited to, the following:*

1. Perform a variety of custodial duties related to the care, maintenance and cleaning of College buildings and facilities.
2. Sweep, vacuum, mop, wax, strip and polish floors; vacuum and shampoo carpets.
3. Clean and sanitize restroom facilities and fixtures including sinks, urinals and toilets; wash windows, mirrors and walls; clean and sanitize showers; replenish supplies in restrooms.
4. Dust and polish furniture, woodwork and fixtures; clean desks and counter tops; erase any remaining chalk or ink from boards; replace chalks or pens; replace lights and adjust shades and blinds.
5. Empty, clean and sanitize waste receptacles; pick up paper, litter and other debris.
6. Move and arrange furniture and equipment and set up rooms for conferences and meetings.

Essential Functions:

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Custodian

7. Survey buildings and grounds for possible hazards and notify security; report possible problems and damage.
8. Open gates and classrooms in the morning; secure College rooms and facilities at night.
9. Restock and collect money from assigned campus vending machines.
10. Perform minor repairs in the theatre including repair of chairs; replace lights in the Performing Arts Center as needed.
11. Perform special assignments and carry out instructions given by assigned supervisory staff.
12. Work a flexible schedule including evenings and weekends as needed.
13. Perform related duties and responsibilities as required.

QUALIFICATIONS

Knowledge of:

Operations, services and activities of a custodial program.

Tools, equipment and supplies used in providing comprehensive custodial and minor building maintenance services.

Principles of sanitation and disinfecting.

Safe use of various cleaning chemicals and supplies.

Occupational hazards and standard safety practices.

Ability to:

Perform a variety of custodial and maintenance activities.

Interpret, explain and enforce department policies and procedures.

Utilize a variety of cleaning chemicals and supplies in a safe and effective manner.

Identify custodial and maintenance needs and initiate corrective actions.

Understand and follow oral and written instructions.

Work a flexible schedule including evenings and weekends as needed.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

Sensitivity to and understanding of, the diverse academic, socioeconomic, cultural, linguistic, ethnic backgrounds and disabilities of community college students and staff.

Experience and Training Guidelines

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Custodian

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

One year of custodial or janitorial experience.

Training:

Equivalent to completion of the twelfth grade.

WORKING CONDITIONS

Environmental Conditions:

Field environment; exposure to noise, dust, grease, smoke, fumes, gases, potentially hazardous chemicals and solvents, inclement weather conditions; work on slippery or uneven surfaces.

Physical Conditions:

Essential and other important duties may require maintaining physical condition necessary for walking, standing or sitting for prolonged periods of time; bending, stooping, kneeling, crawling; heavy, moderate or light lifting.

Approved: 12/15/00

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Carpet Maintenance Worker

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

DEFINITION

To perform a variety of cleaning and repair functions in the maintenance of College carpets and floor finishes; to clean and shampoo carpets and upholstery; and to perform a variety of routine custodial functions relative to assigned area of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Supervisor of Custodial & Transportation Services.

ESSENTIAL FUNCTION STATEMENTS – *Essential responsibilities and duties may include, but are not limited to, the following:*

1. Clean and shampoo carpets, floor finishes and upholstery according to established cleaning and maintenance schedules; mix and apply carpet cleaning solutions and solvents.
2. Identify needed carpet cleaning maintenance or repairs; spot clean carpets as necessary; report safety, sanitary or fire hazards to appropriate staff.
3. Move or arrange chairs, tables, desks and other furniture or equipment to perform necessary carpet and floor finish cleaning functions.
4. Operate and maintain shampooing and carpet/floor cleaning equipment in optimal working condition; perform minor repairs to equipment as needed; order needed cleaning supplies.
5. Provide training to part-time and seasonal staff regarding proper carpet cleaning methods and procedures.
6. Perform a variety of routine custodial work as assigned.
7. Perform related duties and responsibilities as required.

QUALIFICATIONS

Knowledge of:

Materials, methods and techniques used in carpet and floor finish cleaning.
Operational characteristics of various carpet/floor cleaning equipment and machinery.
Appropriate use and mixing requirements of carpet/floor cleaning chemicals.
Standard cleaning methods and equipment required in routine custodial services.

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Carpet Maintenance Worker

Ability to:

Safely and effectively use carpet/floor cleaning chemicals, equipment and machinery.
Identify and perform needed carpet and upholstery cleaning and maintenance.
Perform a variety of routine custodial functions.
Maintain an adequate inventory of cleaning supplies and equipment.
Communicate clearly and concisely, both orally and in writing.
Establish and maintain effective working relationships with those contacted in the course of work.

Sensitivity to and understanding of, the diverse academic, socioeconomic, cultural, linguistic, ethnic backgrounds and disabilities of community college students and staff.

Experience and Training Guidelines

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

One year of general custodial experience including carpet cleaning experience.

Training:

Equivalent to the completion of the twelfth grade.

License or Certificate

Possession of, or ability to obtain, a valid California Driver's License issued by the State Department of Motor Vehicles.

WORKING CONDITIONS

Environmental Conditions:

Field environment; travel from site to site; exposure to potentially hazardous chemicals; work in or with water; work on slippery or uneven surfaces.

Physical Conditions:

Essential functions may require maintaining physical condition necessary for bending, stooping, kneeling, crawling; moderate or light lifting.

Approved: 12/15/00 Revised: 11/26/01 Revised: 7/25/02

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Senior Custodian

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

DEFINITION

To lead, oversee and participate in the more complex and difficult work of staff responsible for performing a variety of custodial duties related to the care, maintenance and cleaning of College buildings and facilities; to report unsatisfactory or dangerous conditions to supervisory staff as appropriate; and to perform a variety of technical tasks relative to assigned areas of responsibility.

DISTINGUISHING CHARACTERISTICS

This is the advanced journey level class in the Custodian series. Positions at this level are distinguished from other classes within the series by the level of responsibility assumed and the complexity of duties assigned. Employees perform the most difficult and responsible types of duties assigned to classes within this series including exercising functional and technical supervision over lower level custodial staff. Employees at this level are required to be fully trained in all procedures related to assigned area of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from higher level supervisory staff.

Exercises functional and technical supervision over lower level custodial staff.

ESSENTIAL FUNCTION STATEMENTS _ *Essential responsibilities and duties may include, but are not limited to, the following:*

1. Lead, plan, train and review the work of staff responsible for performing a variety of custodial duties related to the care, maintenance and cleaning of College buildings and facilities.
 2. Plan, direct and participate in sweeping, vacuuming, mopping, waxing, stripping and polishing floors; vacuum and shampoo carpets.
 3. Train assigned employees in their areas of work including routine custodial and janitorial methods, procedures and techniques.
 4. Oversee the use of various cleaning supplies and chemicals including solvents, detergents and sanitizers.
 5. Verify the work of assigned employees for accuracy, proper work methods, techniques and compliance with applicable standards and specifications.
- Essential Functions:**

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Senior Custodian

6. Clean and sanitize restroom facilities and fixtures including sinks, urinals and toilets; wash windows, mirrors and walls; clean and sanitize showers; replenish supplies in restrooms.
7. Dust and polish furniture, woodwork and fixtures; clean desks and counter tops; erase any remaining chalk or ink from boards; replace chalks or pens; replace lights and adjust shades and blinds.
8. Empty, clean and sanitize waste receptacles; pick up paper, litter and other debris.
9. Move and arrange furniture and equipment and set up rooms for conferences and meetings.
10. Open gates and classrooms in the morning; secure College rooms and facilities at night.
11. Survey buildings and grounds for possible hazards and notify security; report possible problems and damage.
12. Restock and collect money from assigned campus vending machines.
13. Order, inventory and stock supplies and cleaning equipment; receive and verify orders; perform routine repairs on equipment.
14. Ensure adherence to safe work practices and procedures.
15. Respond to public inquiries in a courteous manner; provide information within the area of assignment; resolve complaints in an efficient and timely manner.
16. Perform related duties and responsibilities as required.

QUALIFICATIONS

Knowledge of:

Operations, services and activities of a custodial program.

Principles of lead supervision and training.

Tools, equipment and supplies used in providing comprehensive custodial and minor building maintenance services.

Principles of sanitation and disinfecting.

Methods and techniques of inventory control.

Safe use of various cleaning chemicals and supplies.

Occupational hazards and standard safety practices.

Ability to:

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Senior Custodian

Lead, organize and review the work of staff.

Independently perform the most difficult custodial and maintenance activities.

Interpret, explain and enforce department policies and procedures.

Utilize a variety of cleaning chemicals and supplies in a safe and effective manner.

Identify custodial and maintenance needs and initiate corrective actions.

Work independently in the absence of supervision.

Understand and follow oral and written instructions.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

Sensitivity to and understanding of, the diverse academic, socioeconomic, cultural, linguistic, ethnic backgrounds and disabilities of community college students and staff.

Experience and Training Guidelines

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Three years of increasingly responsible custodial or janitorial experience.

Training:

Equivalent to completion of the twelfth grade.

WORKING CONDITIONS

Environmental Conditions:

Field environment; exposure to noise, dust, grease, smoke, fumes, gases, potentially hazardous chemicals and solvents, inclement weather conditions; work on slippery or uneven surfaces.

Physical Conditions:

Essential and other important duties may require maintaining physical condition necessary for walking, standing or sitting for prolonged periods of time; bending, stooping, kneeling, crawling; heavy, moderate or light lifting.

Approved: 12/15/00

SAN JOAQUIN DELTA COMMUNITY COLLEGE

General Services Worker

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

DEFINITION

To perform a variety of minor maintenance duties including moving furniture, cleaning, and delivering supplies to various areas on campus; to assist in campus recycling functions; to set up facilities for a variety of campus events; and to perform a variety of tasks relative to assigned area of responsibility.

DISTINGUISHING CHARACTERISTICS

This is the full journey level class within the General Services Worker series. Employees within this class perform the full range of duties as assigned. Positions at this level receive only occasional instruction or assistance as new or unusual situations arise, and are fully aware of the operating procedures and policies of the work unit. This class is distinguished from the Senior General Services Worker in that the latter exercises functional and technical supervision over lower level General Services Worker staff.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Senior General Services Worker under the supervision of the Director of Facilities Management.

ESSENTIAL FUNCTION STATEMENTS _ *Essential responsibilities and duties may include, but are not limited to, the following:*

1. Perform a variety of minor maintenance duties including moving furniture, cleaning, and delivering supplies to various areas on campus.
2. Participate in setting up for a variety of special events on campus including graduation ceremonies, athletic events, college day and community events.
3. Perform a variety of delivery services; operate assigned vehicle to obtain and deliver items as needed; ensure accuracy of deliveries and pick-ups; travel to various off-campus areas to pick up materials for on-campus functions.
4. Participate in campus recycling efforts as assigned; collect white paper, computer paper, cardboard, aluminum cans and bottles.

Essential Functions:

SAN JOAQUIN DELTA COMMUNITY COLLEGE

General Services Worker

5. Maintain an accurate inventory of supplies and materials needed to perform essential job functions; order and stock supplies as required.
6. Assist in moving large and small barrels of hazardous waste materials.
7. Take gas meter and diesel fuel level readings; record measurements.
8. Participate in minor vehicular preventive maintenance programs, such as checking fluid levels, hoses, tires and brakes; clean and wash vehicles as needed.
9. Oversee the work of student, seasonal and part time staff.
10. Perform related duties and responsibilities as required.

QUALIFICATIONS

Knowledge of:

Minor maintenance principles and practices.
Principles and practices of general cleaning.
Geographic characteristics of the campus.
Principles and practices of recycling.
Pertinent Federal, State and local laws, codes and regulations.

Ability to:

Perform a variety of minor maintenance functions.
Perform heavy manual labor.
Deliver and pick up items safely and accurately, on and off campus.
Participate in campus recycling programs.
Clean and maintain campus property.
Operate a variety of maintenance equipment and vehicles.
Communicate clearly and concisely, both orally and in writing.
Establish and maintain effective working relationships with those contacted in the course of work.

Sensitivity to and understanding of, the diverse academic, socioeconomic, cultural, linguistic, ethnic backgrounds and disabilities of community college students and staff.

Experience and Training Guidelines

SAN JOAQUIN DELTA COMMUNITY COLLEGE

General Services Worker

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

One year of general services experience.

Training:

Equivalent to completion of the twelfth grade.

License or Certificate

Possession of, or ability to obtain, , a valid California Driver's License issued by the State Department of Motor Vehicles.

WORKING CONDITIONS

Environmental Conditions:

Field environment; travel from site to site; exposure to noise, dust, grease, smoke, fumes, gases, inclement weather conditions.

Physical Conditions:

Essential and other important duties may require maintaining physical condition necessary for walking, standing or sitting for prolonged periods of time; heavy, moderate or light lifting; bending, stooping, kneeling, crawling; operating motorized equipment and vehicles.

Revised: 6/18/02

Approved: 12/15/00

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Senior General Services Worker

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

DEFINITION

To lead, oversee and participate in the more complex and difficult work of staff responsible for performing a variety of general services and minor maintenance duties including moving furniture, cleaning, and delivering supplies to various areas on campus; to assist in campus recycling functions; to coordinate the set up facilities for a variety of campus events; and to perform a variety of tasks relative to assigned area of responsibility.

DISTINGUISHING CHARACTERISTICS

This is the advanced journey level class in the General Services Worker series. Positions at this level are distinguished from other classes within in the series by the level of responsibility assumed and the complexity of duties assigned. Employees perform the most difficult and responsible types of duties assigned to classes within this series including exercising functional and technical supervision over lower level general services workers. Employees at this level are required to be fully trained in all procedures related to assigned area of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Director of Facilities Management.

Exercises functional and technical supervision over lower level general services workers.

ESSENTIAL FUNCTION STATEMENTS _ *Essential responsibilities and duties may include, but are not limited to, the following:*

1. Lead, plan, train and review the work of staff responsible for performing a variety of general services and minor maintenance and repair duties including moving furniture, cleaning, and delivering supplies to various areas on campus.
2. Act as lead in setting up for a variety of special events on campus including graduation ceremonies, athletic events, college day and community events.

Essential Functions:

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Senior General Services Worker

3. Plan, direct and participate in the performance of a variety of delivery services; operate assigned vehicle to obtain and deliver items as needed; ensure accuracy of deliveries and pick-ups; travel to various off-campus areas to pick up materials for on-campus functions.
4. Participate in campus recycling efforts as assigned; collect white paper, computer paper, cardboard, aluminum cans and bottles.
5. Train assigned employees in their areas of work, including general service and minor maintenance methods, procedures and techniques.
6. Maintain an accurate inventory of supplies and materials needed to perform essential job functions; order and stock supplies as required.
7. Assist in moving large and small barrels of hazardous waste materials.
8. Take gas meter and diesel fuel level readings; record measurements.
9. Participate in minor vehicular preventive maintenance programs, such as checking fluid levels, hoses, tires and brakes; clean and wash vehicles as needed.
10. Lead the work of General Service Workers, students, seasonal and part time staff. Verify the work of assigned employees for accuracy, proper methods, techniques and compliance with applicable standards and specifications.
11. Ensure adherence to safe work practices and procedures.
12. Respond to public inquiries in a courteous manner, provide information within the area of assignment; resolve complaints in an efficient and timely manner.
13. Perform related duties and responsibilities as required.

QUALIFICATIONS

Knowledge of:

Minor maintenance principles and practices.
Principles of lead supervision and training.
Principles and practices of general cleaning.
Geographic characteristics of the campus.
Principles and practices of recycling.
Pertinent Federal, State and local laws, codes and regulations.

Ability to:

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Senior General Services Worker

Lead, organize and review the work of staff

Independently perform the most difficult general services activities, and a variety of minor maintenance functions.

Perform heavy manual labor.

Deliver and pick up items safely and accurately, on and off campus.

Participate in campus recycling programs.

Clean and maintain campus property.

Operate a variety of maintenance equipment and vehicles.

Communicate clearly and concisely, both orally and in writing.

Confer with General Service Workers and management to assist in the establishment of project deadlines; monitor and ensure completion of project deadlines as assigned.

Interpret, explain and enforce department policies and procedures.

Work independently in the absence of supervision.

Establish and maintain effective working relationships with those contacted in the course of work.

Sensitivity to and understanding of, the diverse academic, socioeconomic, cultural, linguistic, ethnic backgrounds and disabilities of community college students and staff.

Experience and Training Guidelines

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Two years of general services experience.

Training:

Equivalent to completion of the twelfth grade.

License or Certificate

Possession of, or ability to obtain, a valid California Driver's License issued by the State Department of Motor Vehicles.

WORKING CONDITIONS

Environmental Conditions:

SAN JOAQUIN DELTA COMMUNITY COLLEGE

Senior General Services Worker

Field environment; travel from site to site; exposure to noise, dust, grease, smoke, fumes, gases, inclement weather conditions.

Physical Conditions:

Essential and other important duties may require maintaining physical condition necessary for walking, standing or sitting for prolonged periods of time; heavy, moderate or light lifting; bending, stooping, kneeling, crawling; operating motorized equipment and vehicles.

Approved: 6/18/02

Draft : 6/11/02

The below survey reflects the practice of seven (7) represented districts or eleven (11) campuses out of the twenty-six (26) campuses that replied have late night custodial shifts that start at 10:00 p.m. M-F. Ten (10) of the campuses start shifts at 5:00 p.m. or later. Three (3) campuses noted that they also staff custodians to cover Saturday and/or Sunday services.

**SANTA CLARITA COMMUNITY COLLEGE DISTRICT
COLLEGE OF THE CANYONS**

Survey: Custodial Reorganization

District	# of sites	# of employees per shift	Position	COC Range	Salary Range
COC - current	2	(1) 8-4:30, (5) 2-10:30, (10) 10-6:30 (1) 10-6:30 (1) 2-10:30	Custodian II Lead Custodian Custodian Supervisor	12 2290-3110 23 2863-3910 Contract 4202	
COC - proposed	2	(1) 8-4:30, (2) 12-8:30, (12) 10-6:30 (1) 8-4:30 (1) 10-6:30	Custodian II Lead Custodian Custodian Supervisor	15 2446-3323 no change 2863-3910 Contract 43507	
Barstow CCD			Custodian	9 2151 - 2453	
Cabrillo College			Custodian I Custodian II Custodial Specialist Lead Custodian	5 1950 - 2617 9 2152 - 2885 12 2260 - 3029 19 2682 - 3595	
Chabot-Las Positas CCD	2	(3) 6-2:30, (4) 2:30-11:00, (31) 10-6:00	Custodian Custodial Manager (3) Custodial Supervisors	55 4603-5594 47 4173-5087	
Citrus College	1	(1) 8-5:00, (1.5) 9-1:00, (4) 9:30-1:30, (17) 9:30-6	Custodian no lead custodian Custodial Supervisor	41 3814 - 4863	
Contra Costa CCD			Custodian I Custodian II Lead Custodian	15 2470 - 3010 17 2595 - 3162 23 2865 - 3490	
Chaffee College	5	(18) 5-2:00	Custodian Operations Supervisor - custodial & grounds Custodian I	41 3879-4965 12 2261 - 3204	
Copper Mountain CCD			Custodian no lead Custodial Supervisor	14 2370-3477 31 3276-5119	
College of the Desert	1	(1) 10-2:00, (1) 4-12:30, (12) 10:30-7:00	Custodian Lead Custodian	12 2230 - 2705 15 2400 - 2909	
EI Camilino CCD			Custodian Lead Custodian	13 2364 - 2898 16 2551-3134	
Long Beach CCD	3	(10) 6-2:30, (7) 2-10:30, (31) 10-6:30	(2) Custodial Supervisors Custodian Lead Custodian Senior Custodial Supervisor	30 3273-3979	
Los Angeles CCD			Custodian Custodial Supervisor Senior Custodial Supervisor		
Los Angeles Trade-Tech part of LA CCD	1	(7) 5:45-2:15, (8) 1-9:30, (22) 4:30-1:00	Custodian Senior Custodial Supervisor	12 2314-2867 23 2867-3552	
Los Rios CCD			Custodian Lead Custodian Head Custodian Custodial Supervisor	15 2474 - 3451 17 2579 - 3604 19 2690 - 3764 35 3528 - 4464	
Merced CCD			Custodian I Custodian II Lead Custodian	3 1873 - 2553 8 2067 - 2817 16 2513 - 3427	
MiraCosta College			Custodian Lead Custodian	22 2849 - 3476 36 3590-4381	

District	# of sites	# of employees per shift	Position	COC Range	Salary Range
Monterey Peninsula College Single - 16,500	1	(1) 8-4:30, (5) 5-1:30, (3) 8pm-4:30am, (4) 10pm-6:30am, (1) 8-4:30 (Sat, Sun)	(3) Facilities Supervisors Custodian Supervisor, Custodians	62	4933-6018 23 2911-3540
Mt. San Antonio College Single-42000	1	(1) 8-5:00, (2) 3-11:00, (38) 10-6:00	Custodian Lead Custodian Manager, Custodial Svcs	12 2281 - 2912 17 2575 - 3277 52 4391 - 5025	
Rancho Santiago CCD Multi-38,000			Custodian (3) Lead Custodians (2) Custodial Supervisors	11 2245 - 2867 19 2709 - 3462	
Rio Hondo College Single-13,000	1	(5) 3-11:30, (6) 8pm-4:30am	Custodian Custodial Leadperson Custodial Supervisor	13 2319 - 2962 17 2555-3272 20 2700-3284?	
San Diego CCD Multi-50,000			Custodian I Custodian II Custodial Crew Leader Facilities Sup Custodial I Facilities Sup Custodial II	8 2092 - 2737 11 2226 - 2912 14 2369 - 3099 29 3191 - 4278 26 3032 - 4064	
San Joaquin Delta College Single - 17,619	1	(1) 7:00-3:30, (24) 3-11:30 (M-TH), 12-8:30 (F)	Custodian (4) Senior Custodians Custodial/Transportation Sup	15 2429-2952 52 4424-5096	
San Jose/Evergreen CCD Multi-21,000			Custodian I Custodian II	14 2374 - 2897 18 2618 - 3193	
Santa Rosa Junior College Multi-34,000			Custodian Custodian Technician	15 2482 - 3019 18 2608 - 3171	
Sierra CCD Multi-18,000	1	(3) 7:00-3:30, (14) 4-12:30 (M-TH), 2-10:30 (F)	Custodian Lead Custodian no custodial supervisor	15 2487	
Solano County CCD Single-10,000	2	(1) 7:30-4, (1) 4-10:00, (9) 4-12:00 (2) 4-12:00	Custodian Lead Custodian no custodial supervisor	9 2100 - 2620 12 2295 - 2866	
State Center CCD Multi-28,000			Custodian Lead Custodian	10 2176 - 2651 15 2467 - 2998	
West Hills College Single-2,900	3	(1) 5-9:00, (1) 5-2:00, (3.5) 6-2:30, (2) 2-10:00, (.5) 5-9:00, (1) 7-11:00	Custodian no lead custodian (2) Directors of M&O	4 1858-2247 44 4014-5123	
West Kern CCD - Taft College Single - 5,000	1	(1) 6-3:00, (1) 2-11:00, (1) 7-11:00	Custodian Lead Custodian Supervisor of M&O	13 2329-2973 53 4479-6072	
Newhall School District			Day Custodian no lead Custodial Svcs Supervisor	15 2410-2820 37 3642-4261	
Sulphur Springs			Custodian Senior Custodian Custodial Supervisor	13 2320-2946 15 2426-3111 37 3684-4704	
Saugus Union School District			Custodian I Cust. II (Head Custodian) no custodial supervisor	15 2447-3217 23 2841-3722	
Castaic			Custodian Lead Custodian no custodial supervisor	15 2448-3092 18 2600-3284	
Hart			Custodian I Custodian II (lead) Custodian III (JR High) Custodian IV (High Sch)	15 2423-2997 21 2787-3370 23 2910-3494 28 3151-3752	

CCC - Comparison Report for 2002-03 CCC - Comparison Report for 2002-03 CCC - Comparison Report for 2002-03

College District / Campus	San Joaquin Delta	Marin	East LA	Citrus	Cabrillo	Butte	Redwoods	Canyons	West Coast	Mendocino	Los Medanos	Diablo Valley	Contra Costa	Palomar	Feather River	Santa Monica	Irvine Valley	Copper Mt.
	31	12			21	18.75	12	15		8	11	27		14	3	31.5		2
Custodial Number of FTE =	31 + Super	12 + Super	No Answer	No Answer	21	18.75	12	15	No Answer	8	11 + Mgr	27	No Answer	14	3	31.5	No Answer	2
1. Who performs the recycling collections??	Custodial / Utility	Cust / Gens / Comers Corp	Ops Mgr	Safety Coord	Out Sourced	Shipping Students	Custodians	Yes	Yes	Social Ed Students	Outside Service	Outside Service	Students	Gens w/Students	Students	Grounds	Custodians	Yes
2. Do your custodians do the event set-ups and take-downs??	No	Yes - too many	Yes	Yes	No - Maint	Yes - All	Yes	Yes	Yes	No	No - Campus Fric Assistant	Yes	Yes	Yes	Yes	Yes	No	Yes
3. Do your custodians do the Deep cleaning??	Yes	Yes - Lots of	Yes	Yes	Yes	Yes - All	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4. When cleaning 77 areas are you able to provide 5 times a week service level to all species??	5x Wk	No - Less than 1x in some areas	Yes	Yes	Approx 3xWk	No - Classrooms only 5x wk	Yes	3x Wk	Yes	Yes	Yes	Yes	Yes	Classrooms and Restrooms	Yes	Yes	Yes	2x wk base - others 5x
5. How many rooms of Child Care do you clean??	12	10	40	none	6	All	6-Child 1-MultiP. 2-Offices	20	15	3	15	10	15	3 CDC Bldgs	all	none	10	none
6. How many gym and locker rooms??	2	5	2 & 2	2	37,000 SqFt	1 gym - 2 Locker Rms	1 gym - 4 Locker Rms	5	2	1 gym - 2 lockers	3	1 gym - 2 lockers	4	1 gym	1 gym	5	1 gym	none
7. What shift do your custodians work??	3:00 pm - 11:30 pm	3am-4:45 to 12N 3P to 11P 1st shift 5A to 2P	A, B, & C Shifts	Mtd Day	8 TO 4PM	2 to 10 pm	5:30 to 2pm - 3pm to 12 midVile	All - A,B,C	A, B, C	A, B, C	10pm to 8am	Graveyard	Day & Swing	Day & Swing	Day & Swing	All 3 shifts	11 PM to 7:30 AM	8am-2:30pm 5:30pm to 2am
8. Do you have utility workers for setting up functions / moving furniture / delivery mail / etc.??	Yes	No	Yes	No	Yes - 2nd in Maint	No	Custodians	Yes - 1	No	Yes	Yes	Yes	No	Yes	No	Yes	Yes - 2	No
General Info																		
1. Gross Square footage by CCCC inventory =	827,143	550,000	671,085	604,000	533,000	500,000	481,888	430,000	175,000	220,000	195,033	481,120	285,063	832,000	105,000	896,772	255,000	61,203
2. Acreage of Campus =	160	400	86	104	163	928	324	154	198	137	120	110	63	200 @ San Marcos 17 @ Escondido	280	424	100	140
3. Multiple Colleges or Centers =	No	2	4	No	3	2	3	1	3	1 + 2 Shorefronts	1 + one Salinas	1 + 7 Salinas	Yes	1-College 1-Ed Ctr. 6-Office	1	6	1 plus 1-salita	Office on military base
4. What is your daily number of visitors / student per day??	17,000	6,000	25,000	13,000	10,000	4,000	3 K to 4,000	8,000	2,500	5,000	6,000	26,000	12,000	4,500	800	20,000	13,500	1,505
5. How many "Short Term" employees are utilized by:																		
Custodial Dept =	4	3	0	1	2	3	0	4	0	2	0	0	0	0	0	0	1	1 to 2
Maintenance Dept =	1	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	students
Grounds Dept =	1	0	0	1 to 5	1	3	0	2	0	1 + Student	0	0	0	0	0	0	0	per semester for all DWV's
6. RATIO																		
Custodian to Square Footage	26,882,033	46,533,333	#DIV/0!	#DIV/0!	25,980,552	26,666,667	40,140,667	28,666,667	#DIV/0!	27,500,000	17,750,273	17,816,259	#DIV/0!	45,142,857	35,000,000	28,468,852	#DIV/0!	30,601,500
Custodian to FTEs	548,387	500,000	#DIV/0!	#DIV/0!	476,190	213,333	#VALUE!	533,333	#DIV/0!	625,000	545,455	962,963	#DIV/0!	321,429	286,667	634,921	#DIV/0!	797,500

San Joaquin Delta College

T.C. Arbuckle – Director of Facilities Management
5151 Pacific Ave.
Stockton, CA 95207



Master Planning for ongoing
Improvements of "Efficiencies"
for services provided by all
parties of the Facility Division.

DRAFT of HIGHLY Recommended
Adjustments of Work Force

Recycling tasks are in Custodial and General
Service Worker Job Descriptions
****State Contact is Director****

Coverage of Delta Campus

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
EXISTING - Office and Administrative Coverage			Director of Facilities Management - 6:30 a.m. to 4:30 p.m. Supervisor of Maint & Custodial - 7:00 a.m. to 4:00 p.m.				
			Supervisor of Grounds & Transportation - 6:30 a.m. to 3:30 p.m. Senior Office - 7:30 a.m. to 4:30 p.m.				
			Secretary I - 8:00 a.m. to 5:00 p.m.				
EXISTING Grounds Coverage			Grds - 6 FTE				
			Grds ; LEAD + 4 FTE Bus/Veh - 2 FTE				
EXISTING - Maintenance Coverage			Custodial - 10 p.m. to 6:30 a.m. - 19 FTE (Two LEADs + Custodian & Carpet Maint)				
			Custodial - 7:00 a.m. to 3:30 p.m. - 2 FTE (Custodian) - GSW LEAD				
			Custodial - 2:30 p.m. to 11:00 p.m. - 2 FTE (Custodian)				
			Custodial - 2:30 p.m. to 11:00 p.m. - 2 FTE (One LEAD + Custodian)				
EXISTING - Gen Serv Coverage			Maint - 7:00 to 3:30 p.m. - 6 FTE				
			Maint - 7:00 to 3:30 p.m. - 2 FTE				
			Maint - 7:00 to 3:30 p.m. - 4 FTE				
			Maint - 1:00 p.m. to 9:30 p.m. - 1 FTE				
			GSW - 5:30 a.m. to 2:00 p.m. - 2 FTE (LEAD)				
			GSW - 11:00 to 8:00 p.m. - 2 FTE				
			GSW - 11:00 to 8:00 p.m. - 2 FTE				

6:30 a.m.
5:00 p.m.

6:30 a.m.
3:00 p.m.
Varies

10:00 p.m.
11:00 p.m.
7:00 a.m.
8:30 p.m.

5:30 a.m.
8:00 p.m.



Facilities Management Department
 5151 Pacific Ave., Stockton CA 95207
 ... 209.954.5063 tel 209.954.5602 fax ...

Custodial-Budget Bringback 2004-05

Task #	Description	Supervisor	Custodian Leads	Custodians	Carpet Maint	GSW Lead	GSW(s)	NEW M&O Supervisor	NEW Grds & Transp Supervisor	White Time Cards	TOTAL SAVINGS or COSTS
		FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE		FTE
		Super	Lead	Custo	Carpet	Lead	GSW(s)	Super	Super		
#1	2002/2003										
1.01	Number FTE	1	6	18	2	1	5				
1.02	Wages	\$55,000	\$29,148	\$26,412	\$27,744	\$29,148	\$27,744				
1.03	Benefits	\$32,450	\$17,454	\$16,895	\$17,167	\$17,454	\$17,167				
1.04	Sub-Total	\$87,450	\$46,602	\$43,307	\$44,911	\$46,602	\$44,911				
1.05	Total	\$87,450	\$279,612	\$779,526	\$89,822	\$46,602	\$224,555			\$110,000	\$1,617,567
1.06											
1.07	Budget Freeze / Hold										
1.08	Budget Reduction										
#2	2003/2004										
2.01	Number FTE	0	3	18	0	0	4				
2.02	Wages	\$55,000	\$29,148	\$26,412	\$27,744	\$29,148	\$27,744				
2.03	Benefits	\$32,450	\$17,454	\$16,895	\$17,167	\$17,454	\$17,167				
2.04	Sub-Total	\$87,450	\$46,602	\$43,307	\$44,911	\$46,602	\$44,911				
2.05	Total	\$0	\$139,806	\$779,526	\$0	\$0	\$179,644			\$20,000	\$1,118,976
2.06											
2.07	Budget Freeze / Hold	1		2	2	1	1				
2.08	Savings Related to Freeze	\$87,450		\$86,614	\$89,822	\$46,602	\$44,911	Budget Saved 03/04		\$90,000	\$445,399
2.09	Budget Reduction		1								
#3	2004/2005										
3.01	Number FTE	0	3	20	2	1	5	0.15	0.15		
3.02	Wages	\$55,000	\$29,148	\$26,412	\$27,744	\$29,148	\$27,744	\$9,000	\$7,500		
3.03	Benefits	\$32,450	\$17,454	\$16,895	\$17,167	\$17,454	\$17,167	\$4,500	\$3,750		
3.04	Sub-Total	\$87,450	\$46,602	\$43,307	\$44,911	\$46,602	\$44,911	\$13,500	\$11,250		
3.05	Total	\$0	\$139,806	\$866,140	\$89,822	\$46,602	\$224,555	\$13,500	\$11,250		\$1,391,676
3.06											
3.07	Budget Freeze / Hold										
3.08	Budget Reduction	1	1								
				15 Custodians @ \$26,412 X 5% for 6-Hr/nite for M-Th = \$14,816.70						sub-total	\$287,516
											\$14,817
											\$272,699
											\$225,892
											\$14,817
											\$287,516
											\$81,624
											\$1,391,676
											\$1,118,976
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