

Abstract:

The Facilities Services – Campus Custodial Services program is currently operating on a **~\$14 million dollars** budget for FY2022 (including recharges) of which **~\$11 million dollars** is Core funded. The makeup of the program is supported by **229 FTEs** (includes: 11 Managers, 1 Trainer, 1 Analyst, 21 Lead Custodians, 179 Sr. Custodians, and 16 Campus Med Center Sr. Custodians). This is the third largest line item of Facilities Services budget (utilities and building/campus maintenance are the others). The Custodial program is responsible for the cleaning and upkeep of **~8M square feet** of space. Types of space cleaning by Campus Custodial normally consist of spaces such as Labs, classrooms, administrative office space, residence halls, recreation centers, some clinical areas, and community spaces. The Custodial program has grown significantly on an annual basis to meet the demands of buildings that we service daily. In the last 5 years, Custodial Services program has grown from **171 FTEs to 229 FTEs (34% increase)**. On January 1, 2021, Facilities Services fully implement a **Value Improvement Project** called the **Day Shift Cleaning Model** that had major financial benefits with approximately **~\$2 million dollars** in cost savings (cost reductions & cost avoidances) and multitude of other benefits.

Management Commitment and Employee Involvement (150 pts)

When dealing with Organizational Change Management, the communication was the key essential mode for our program's success. By developing a communication plan for our frontline custodial staff, UCSF – FAS Executive Leadership, and our UCSF Community made the transition extremely transparent and easy for everyone to buy-in to this departmental change. The communication planning was very detailed and methodical as it consisted the following documents:

- All Hands Meeting with Campus custodial frontline staff
- Facilities Services website with FAQs regarding Custodial Services -- "Change in Services"
- 2 Facilities Services Zoom Town halls (recorded)
- Custodial Program – Change in Services PowerPoint presentation
- Letter head addressing changes to Deans, EVCP, SVC, Depart. Heads, Campus Building Control Points, etc.
- Reassignment Letters to each frontline employee
- Union Notification Letter to ASFME

Plan & Do <i>What tactics did you try? What did you hypothesize would happen?</i>	Check (Study) <i>How did this compare to what you expected? What did you learn from trying these tactics?</i>	Adjust (Act) <i>What are your next steps based on what you learned?</i>
<ul style="list-style-type: none"> ✓ Met with LER to discuss communication & transition plan August & September 2020 ✓ Develop Transition Plan ✓ Develop Communication Plan ✓ Notify Union & Custodial Staff September & October 2020 	<ul style="list-style-type: none"> □ Timeline was a little aggressive, but still achievable □ Development of the Communication Plan with LER was critical before moving things forward □ Developing a "Transition Plan" with details was essential for the Custodial Program to have a roadmap from both a strategic & start-to-end process 	<ul style="list-style-type: none"> □ Facilities Services will send out a Communication Plan to all stakeholders in the month of October 2020 <p>Implementation of Transition Plan</p> <ul style="list-style-type: none"> □ Implement Phase 1 on November 2nd □ Implement Phase 2 on November 30th □ Implement Phase 3 on December 21st

Transition plans became extremely important before implementing the Day Shift Cleaning Model. We needed to follow the Union's Collective Bargaining Agreement (21-day reassignment article) while being clear and concise as to which bldg. would be affected and when changes would take place. Thus, we consulted with Labor & Employee Relations, developed "Bldg. by Bldg." Transition Plan and develop 3 Phase timeline approach.

Tactics

Transition Plan

3 Phases by buildings

- Phase 1: 11/2
- Phase 2: 11/30
- Phase 3: 12/21

Target Completion Date: 12/31

BUILDING KEY	PHASE 1	PHASE 2	PHASE 3	BUILDING DTM ROLLOUT
3RD STREET GARAGE	PHASE 1			PHASE 1 ESTIMATED START DATE - NOVEMBER 2ND, 2020
654 MINNESOTA	PHASE 1			PHASE 2 ESTIMATED START DATE - NOVEMBER 10TH, 2020
777 MARIPOSA	PHASE 1			PHASE 3 ESTIMATED START DATE - DECEMBER 21ST, 2020
AMBULATORY CARE CENTER	PHASE 1			
BAKAR FITNESS CENTER	PHASE 1			
BYERS HALL	PHASE 1			
COMMUNITY CENTER GARAGE	PHASE 1			
DOLBY REGENERATIVE MEDICINE	PHASE 1			
HELEN DILLER	PHASE 1			
LAW ANIMAL RESEARCH CENTER	PHASE 1			
LAUREL HEIGHTS	PHASE 1			
LIBRARY	PHASE 1			
MOUNT ZION	PHASE 1			
MILLBERRY UNION FITNESS	PHASE 1			
PARKING	PHASE 1			
RETAIL	PHASE 1			
ROCK HALL	PHASE 1			
RUTTER CENTER	PHASE 1			
SCHOOL OF NURSING	PHASE 1			
UC HALL	PHASE 1			
GENENTECH HALL	PHASE 2			
MISSION CENTER BUILDING	PHASE 2			
HEALTH SCIENCE EASTWEST	PHASE 2	PHASE 3		
MILLBERRY UNION	PHASE 2	PHASE 3		
MISSION HALL	PHASE 2			
SANDLER NEUROSCIENCE	PHASE 2			
SMITH CARDIOVASCULAR	PHASE 2			
MEDICAL SCIENCE BUILDING	PHASE 2			

Innovativeness, Creativity, and Originality (300 pts)

During the pandemic the Custodial program pivoted in a major way by increasing our general cleaning standards, adhering to Center for Disease Control and Prevention (CDC) and San Francisco Department Public Health (SFPDH) strict guidelines and supporting UCSF organizational enterprise (Campus & Medical Centers) without increasing in headcount. Facility Services focused efforts on **3 strategies** within the Custodial program, which tampered our projected 21% program growth that were aimed towards an effective staffing model, which reduced both program's cost and future FTE headcount. The following strategies focused on were:

Strategy 1: Fiscal Responsibility to Reduce Cost

- Day Time Model (DTM) & Centralized Waste Program
 - Differential Pay Savings (~\$248K Annually)
 - Repurpose 27 Day Porters via DTM
 - Redirect about 9,000 labor hours towards high-touch cleaning

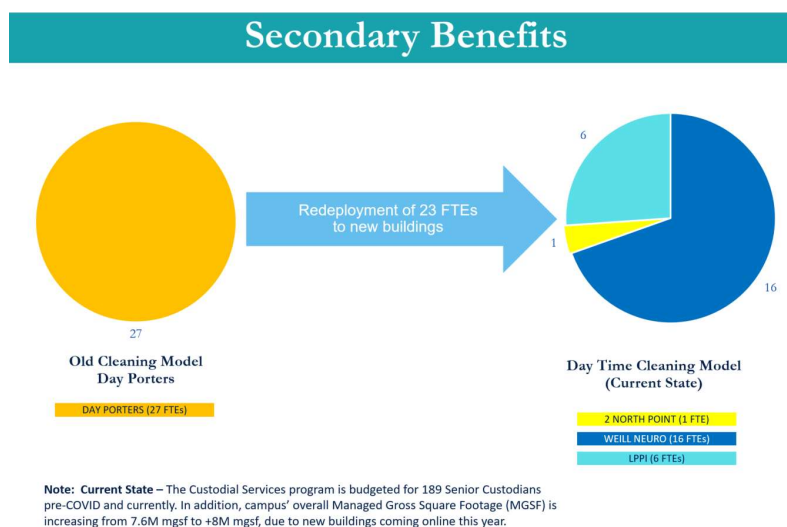
Strategy 2: Reduced Census & New Cleaning Guidelines

- Enhanced Cleaning & Deep Cleanings (One-time Cost)
 - 6 dedicated staff to enhance cleaning (1X Daily)
 - Custodial Task Force for COVID Cleaning (Confirmed)
 - Support Staff & Learners with disinfectant wipes & hand sanitizer

Strategy 3: Campus New Buildings (Weill Neuro, ZSFG, 2 North, 2130 3rd St. (LPPI))

- Redeploy current resources to new bldg. (without FTE Net increase)

This allowed us to sustain daily operations uninterrupted with a low headcount (222 FTEs) and still meet the demands of general and enhance cleaning of the buildings that we service daily. In addition, our Custodial program pivoted to several business models throughout the year. For example, we leveraged our labor resources to address organizational gaps such as using between 19 – 44 Custodial volunteers to support UCSF Health Medical Centers from 4/1/2020 to 3/31/2021, increase frequencies of cleaning and disinfecting high-touch surfaces several times a day, conducted internal COVID-19 deep cleanings, support new buildings (**note:** see figure below), and established dedicated floor care teams.



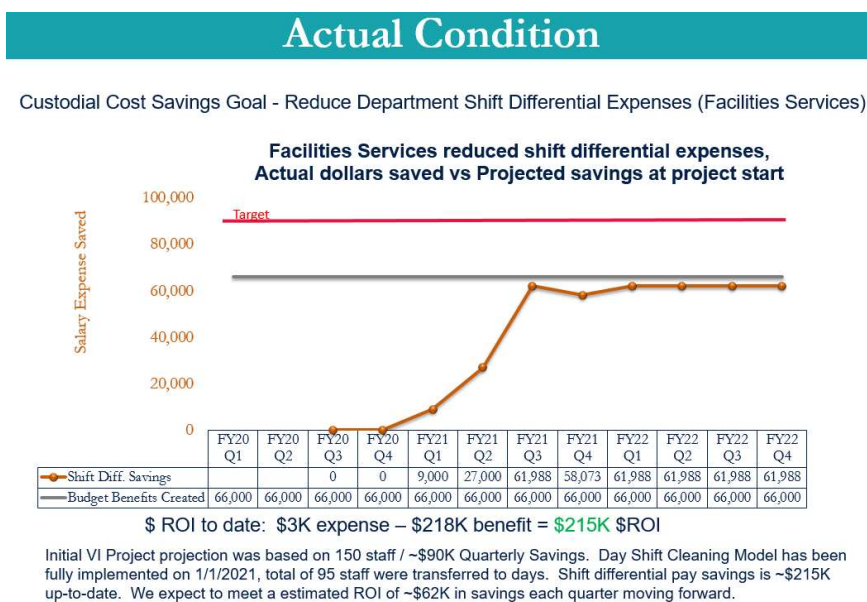
Institutional Benefit (100 pts)

Custodial Services program has grown significantly on an annual basis to meet the demands of all the buildings that we service daily, which is approximately +8 million managed gross square feet (MGSF). In the last 5 years, the Custodial program has grown from **171 FTEs to 229 FTEs (34% increase)**. In 2020, Facilities Services is sought out for an effective staffing model that could support: Fiscal Responsibility, Span of Control, and Rapid Response to customer requests, increased employee productivity, & increased customer satisfaction.

Effective January 1, 2021, Billy Reynoso, Interim General Services Director – Facilities Services and his custodial leadership team fully implemented a Financial Administrative Services (FAS) **Value Improvement (VI) Project** called the **Day Shift Cleaning Model** that had financial benefits with cost savings (cost reductions & cost avoidance) and multiple benefits that has impacted both the department and organization in a major way.

Cost Savings from the **Value Improvement Project**:

- **Cost Reduction: ~\$248K** with Differential Pay per year (*Saves shift differential cost: \$1.25/hour per custodian for hours worked between 5pm-12am and \$2.00/hour per custodian for hours worked between 12am-8am*)



- **Cost Avoidance: ~\$1.9M** (27 Day Porters); pervious model leverage Day Porters to address emergencies and/or the maintaining of buildings throughout the day before the afternoon & evening shifts started their routine assignments. To date we have reassigned 23 FTEs to new buildings and 4 FTEs to support floor care teams. Figure below highlights our future operational expenses reduced from **~\$2.9M to ~\$1M (cost avoidance -- created 64% benefit within dept.)**

	Operational Expenses	FTEs
Future Need Expense	\$ 2,898,000	42
Day Porters Expense	\$ 1,863,000	27
Total	\$ 1,035,000	14

Documentation, Analysis, Customer Input, and Benchmarking (150 pts)

Documentation:



CustodialServicesW Day Shift Cleaning Day Shift Cleaning Day Shift Cleaning Custodial Services UCSF Custodial
asteReductionNewCModel revised 10192Model Staff PresentModel June_2021_FiSurvey Results 2019 Services Survey Final

Communications:



CustodialPilotDraft CustodialPilotTown CustodialPilotTown
_090919_Draft2 (RevhallFinal_654MN.pdf hallFinal_SON.pdf

Analysis:



FS_Custodial_Strategi UCSF A3 Blank VI-Custodial
c_Plan_Draft 2_11_10.Template and Works daytime.xlsx

Customer Input:



Custodial_PreSurve CVRI_MidCustodial Custodial_PreSurve Custodial_PreSurve 654MN_MidCustodi
y_Rutter_Dec2019.pPilotSurvey_2020.pdy_CVRI_Dec2019.pdfy_654MN_Dec2019.palPilotSurvey_2020.p

Change in Custodial & Waste Disposal Services FAQs: [UCSF Campus Life Services | Facilities](#)

Benchmarking:

Target Condition

	Current Conditions "Current Model"	Target Conditions "Day Cleaning"	Cost Savings / Investment
Management & Admin Support	11 FTEs = \$1.5M	13 FTEs = \$1.75M	Investment 2 FTEs = ~\$260K
Lead Custodians	20 FTEs = \$1.5M	20 FTEs = \$1.5M	\$0
Senior Custodians	Total FTEs = 189 35 FTEs = \$2.38M (D) 154 FTEs = \$10.47M (PM)	Total FTEs = 189 130 FTEs = \$8.85M (D) 59 FTEs = \$4M (PM)*	Cost Avoidance 27 FTEs = ~\$1.9M
Differential Pay	~\$402K	~\$154K	Cost Reduction ~\$248K
Totals	Expenses = ~\$16.25M	Expenses = ~\$16.26M	Savings = ~\$1.89M

Note: D = Day Shift & PM = PM Shift; **Redeployment of 23 Day Porters to New Buildings**
(Average Attrition Rate = ~10% or 20 FTE per year)

Our People	Customer Experience	Safety	Resource Management & Stewardship	Innovation
	Increase Customer Satisfaction Index from 4.45 to 4.56 (+0.11) by the end of Q3 FY21		Value target: FY20: \$0K FY21: \$160K FY22: \$248K	

* Custodial Services After Hours Business Needs

- There is still a need for limited night time crews to handle cleaning that can only occur in the evening
- Estimated to be 59 FTE across both campuses; 8 Floor Crew & 12 Projects Team for East and West Campuses; 39 Staff still needed for After Hours Services, i.e. Service Level Agreements, Child Care, Clinics, and Event Setups