



## STAFF REPORT ACTION REQUIRED

### Custodial Services – performance standards

<b>Date:</b>	August 27, 2015
<b>To:</b>	General Management Committee
<b>From:</b>	Chief Corporate Officer
<b>Wards:</b>	ALL
<b>Reference Number:</b>	P:\2015\Internal Services\FAC\Gm15018Fac – (AFS21497)

### SUMMARY

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The purpose of this report is to provide an outline of the performance standards followed for cleaning contracts. This report summarizes a series of actions undertaken by Facilities Management to ensure the quality of cleaning in City buildings. The processes are undergoing continuous improvement, with frequent evaluation resulting in a commitment to consistent custodial service standards.

At its meeting on June 15, 2015, the Government Management Committee directed the Chief Corporate Officer to report to the Government Management Committee on performance standards for cleaning contracts in order that the quality of cleaning in these areas be improved. (GM5.20)

### RECOMMENDATIONS

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**The Chief Corporate Officer recommends that:**

1. The Government Management Committee receive this report for information.

### FINANCIAL IMPACT

The adoption of this report's recommendations will have no financial implications beyond what has already been approved in the 2015 Operating Budget.

The Deputy City Manager & Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **DECISION HISTORY**

At its' meeting on June 15, 2015 the Government Management Committee directed the Chief Corporate Officer to report to the Government Management Committee on performance standards for cleaning contracts in order that the quality of cleaning in these areas be improved.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.GM5.20>

At its meeting on July 16, 17, 18 and 19, 2013 City Council directed the Director, Purchasing and Material Management and the Chief Corporate Officer to include the mandatory requirements set out in Appendix B to the report (April 9, 2013) from the Executive Director, Purchasing and Materials Management, and the Manager, Fair Wage Office – Mandatory Requirements for Custodial Services Request for Proposals in all future Request for Proposals for Custodial Services.

Facilities Management requires that custodial contractors obtain Cleaning Industry Management – Green Building (CIMS-GB) site specific certification within six months of the contract start date as part of our corporate procurement process. By requiring that custodial services contractors obtain independent confirmation of their compliance with industry best practices, the City can improve the likelihood that it will obtain quality service.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item+2013.EX33.2>

See also

[GM12.21 - Council-Directed Follow Up to Item CD10.2 - the Social Impact of Lower Wage Jobs](#)

## **ISSUE BACKGROUND**

The Facilities Management Business Plan (2015-2019) sets forward a framework to add value and continuously look at our practices to achieve improved results, financial discipline and excellent customer service. Constant evaluation of our business performance and standardization of our approach to facility maintenance and custodial services is providing greater value which supports the City's service objectives and standards.

[www.insideto.toronto.ca/fred/pdf/fmops\\_busplan\\_2015-2019.pdf](http://www.insideto.toronto.ca/fred/pdf/fmops_busplan_2015-2019.pdf)

## **Implementation Points**

In July 2015 Facilities Management adopted a “Custodial Standard Service Model” (CSSM) identifying building area types and associated cleaning tasks and task frequencies. The goal of the Standard Service Model is to transition our custodial service delivery to a consistent level across the City. The plan is to maintain a uniform grouping of tasks and to make adjustments to the frequencies only when necessary.

Internal services and external contractors will be measured against the Standard Service Model with expectations of consistent service levels being established.

In 2012 Facilities Management introduced internationally recognized, 3<sup>rd</sup> party reviewed, *International Sanitary Supply Association - Cleaning Industry Management Standards – Green Building* (ISSA-CIMS-GB) certification as a requirement for our cleaning contractors in Toronto Police facilities. In 2013 Facilities Management obtained ISSA-CIMS-GB certification for our in-house cleaning services in Toronto Police facilities.

In Q2 of 2015 Facilities Management commenced a pilot project of monthly Quality Assurance Inspections utilizing Breeze Facility Solutions Software in Toronto Police facilities. These monthly quality assurance inspections generate custodial performance metrics identifying opportunities for continuous operational improvement and will establish consistent service levels. Facilities Management will be expanding the monthly quality assurance inspection process to all City Buildings (*serviced by Facilities Management*) over a 12 to 18 month period starting in Q1 of 2016.

## COMMENTS

The continuous quality assurance inspection process is outlined in the table below.

<b>Define Standard</b>	<ul style="list-style-type: none"> <li>• <b>Facilities Management Standard Service Model</b> <ul style="list-style-type: none"> <li>✓ International Sanitary Supply Association -Cleaning Industry Management Standards – Green Building (ISSA-CIMS-GB) – <i>audited every two years (external)</i></li> <li>✓ Custodial Standard Service Model (CSSM) – Cleaning Task Frequencies &amp; Expectations Standardized/Defined across portfolio [<i>internal &amp; external</i>]</li> </ul> </li> </ul>
<b>Measure Standard</b>	<ul style="list-style-type: none"> <li>• <b>Monthly Quality Assurance Inspections</b> <ul style="list-style-type: none"> <li>✓ <i>Breeze Facilities Solutions Quality Assurance Inspections</i> Creates cleaning schedule(s), inspection criteria, corrective actions required, process improvements based on industry Standards <i>NOTE: Monthly inspection process will be expanded to all City Buildings [serviced by Facilities Management] starting in Q1 2016)</i></li> </ul> </li> <li>• <b>Benchmarks</b> <ul style="list-style-type: none"> <li>✓ Utilizing ISSA Standard Cleaning Times for defining labour hours required to meet the standard service model including measuring both cost and quality of the service.</li> <li>✓ Quality Assurance Inspections are performed monthly to validate tasks are completed as per the Facility Management Standard Operating Procedures and performance expectations. (Qualitative Metric).</li> </ul> </li> </ul>
<b>Continuously Improve Service</b>	<ul style="list-style-type: none"> <li>• <b>Meet/Exceed Standard</b></li> <li>• <b>Performance Metrics</b></li> </ul>

The Quality Assurance Inspection breaks down the spaces in buildings into Area Types. Area Types would include: Kitchens Washrooms, Lobbies, Hallways Offices, Meeting Rooms etc. Each Area Type then has items identified for inspection. Once the Items in the Area Type have been inspected an overall score for the room/Area Type is generated along with specific corrective action required. Once all the rooms/Area Types in the building have been inspected, a copy of the inspection report identifying corrective action items is forwarded to the service provider for resolution. See tables below:

## SAMPLE FACILITY MONTHLY INSPECTION REPORT

<b>264 - Facility</b>		
Section	Area	June
B01	01: Stairwell Area #02 [264-B01]	✔ 100%
B01	02: Range Area #01 [264-B01]	○ 50%
B01	03: Washroom Area #01 [264-B01]	✔ 100%
B01	04: Washroom Area #02 [264-B01]	○ 55%
B01	05: Shower Area #01 [264-B01]	C.N.A.
B01	06: Janitorial Area #01 [264-B01]	○ 83%
B01	07: Stairwell Area #01 [264-B01]	○ 83%
B01	08: Hallway Area #01 [264-B01]	⊗ 17%
Section	Area	June
F01	01: Exterior Area #01 [264-F01]	✔ 100%
F01	02: Vestibule Area #01 [264-F01]	✔ 100%
F01	03: Lobby Area #01 [264-F01]	○ 58%
F01	04: Washroom Area #02 [264-F01]	⊗ 46%
F01	05: Lobby Area #02 [264-F01]	✔ 100%
F01	06: Office Area #01 [264-F01]	○ 75%
F01	07: Kitchenette Area #01 [264-F01]	C.N.A.
F01	08: Washroom Area #01 [264-F01]	C.N.A.
F01	09: Meeting & Class Area #01 [264-F01]	C.N.A.
F01	10: Elevator Area #01 [264-F01]	⊗ 17%
F01	11: Stairwell Area #02 [264-F01]	✔ 100%
F01	12: Gym Area #01 [264-F01]	○ 67%
F01	13: Office Area #02 [264-F01]	C.N.A.
F01	14: Office Area #03 [264-F01]	○ 50%
F01	15: Washroom Area #05 [264-F01]	⊗ 46%
F01	16: Washroom Area #06 [264-F01]	⊗ 36%
F01	17: Janitorial Area #02 [264-F01]	○ 50%
F01	18: Office Area #04 [264-F01]	✔ 100%
F01	19: Janitorial Area #01 [264-F01]	○ 83%
F01	20: Washroom Area #03 [264-F01]	⊗ 18%
F01	21: Washroom Area #04 [264-F01]	○ 55%
F01	22: Stairwell Area #01 [264-F01]	✔ 100%
F01	23: Parking Area #01 [264-F01]	✔ 100%
F01	24: Hallway Area #01 [264-F01]	○ 63%
Section	Area	June
F02	01: Stairwell Area #02 [264-F02]	✔ 100%
F02	02: Meeting & Class Area #01 [264-F02]	⊗ 44%
F02	03: Office Area #01 [264-F02]	✔ 100%
F02	04: Cafeteria Area #01 [264-F02]	○ 78%
F02	05: Washroom Area #03 [264-F02]	✔ 100%
F02	06: Washroom Area #04 [264-F02]	C.N.A.
F02	07: Janitorial Area #01 [264-F02]	○ 83%
F02	08: Locker Area #01 [264-F02]	○ 71%
F02	09: Washroom Area #01 [264-F02]	○ 82%
F02	10: Shower Area #01 [264-F02]	✔ 100%
F02	11: Locker Area #02 [264-F02]	⊗ 29%
F02	12: Washroom Area #02 [264-F02]	✔ 100%
F02	13: Shower Area #02 [264-F02]	C.N.A.
F02	14: Stairwell Area #01 [264-F02]	✔ 100%
F02	15: Hallway Area #01 [264-F02]	✔ 100%
<b>264 - Facility</b>		<b>73%</b>

Note: C.N.A denotes Could Not Access

Refer to previous table above: Any items that were found to be deficient have additional/corrective action detail to assist in meeting consistent service levels.

<b>04: Cafeteria Area #01 [264-F02]</b>		
<b>Inspection Item</b>	<b>Pass / Fail</b>	<b>Corrective Action</b>
Floors	<b>Fail</b>	Floor - Corners Require Attention
Dusting	<b>Pass</b>	
Receptacles	<b>Pass</b>	
Touch Points, Walls & Doors	<b>Pass</b>	
Countertops, Sinks & Fixtures	<b>Pass</b>	
Lights & Ceilings	<b>Pass</b>	

<b>20: Washroom Area #03 [264-F01]</b>		
<b>Inspection Item</b>	<b>Pass / Fail</b>	<b>Corrective Action</b>
Floors, Gout & Tiles	<b>Fail</b>	Floor - Grout Cleaning Needed
Dusting	<b>Pass</b>	
Fixtures, Dispensers & Receptacles	<b>Fail</b>	Supplies - No Stock Available
Touch Points, Partitions & Mirrors	<b>Fail</b>	Wall - Washroom Partitions
Lights & Ceilings	<b>Pass</b>	

As a final step in the Quality Assurance process, Facilities Management will be conducting annual Customer Satisfaction Surveys. The table below shows the results of the 2015 Custodial Satisfaction Survey for Toronto Police.

**2015 TORONTO POLICE CUSTODIAL CUSTOMER SATISFACTION SURVEY  
SUMMARY**

<b>POLICE FACILITY NAME</b>	<b># OF SURVEYS</b>	<b>OVERALL SCORE</b>	<b>SERVICE PROVIDER</b>
11 Division	0		COT
12 Division	11	93%	Impact
13 Division	10	89%	Impact
14 Division	3	96%	Impact
22 Division	4	82%	Impact
23 Division	9	80%	Impact
31 Division	10	81%	Impact
32 Division	56	93%	Impact
33 Division	9	96%	Impact
41 Division	10	88%	COT
42 Division	6	75%	Impact
43 Division	1	100%	Impact
51 Division	10	97%	COT
52 Division	0		Impact
53 Division	9	88%	Impact
55 Division	10	86%	Impact
Cranfield Garage	0		Impact
Dog Services K9 Unit	0		Impact
Bail & Parole	10	98%	Impact
Property & Evidence	20	92%	Impact
Professional Standards	4	86%	Impact
Police College 70 Birm	5	96%	COT
Central Traffic - 9 Hanna	0		COT
Intel	0		COT
Headquarters - 40 College	17	69%	COT
2050 Jane St Bld A	18	78%	Kleenway
TAVIS 2126 Kipling	10	96%	Kleenway
703 Don Mills	2	70%	COT
ETF	3	81%	COT
Radio Telecom Wilson	1	80%	Impact
Marine Unit	9	100%	Impact
XXX Duncan Mills	6	88%	Kleenway
	<b>263</b>	<b>AVERAGE 88%</b>	

## **CONCLUSION**

The Custodial Standard Service Model is the baseline that all contracted service providers are measured against. Appropriate vendor discussions are held following the monthly quality assurance inspections and the customer satisfaction surveys which measure contractor performance. This quality assurance inspection process is intended to ensure that the contract terms and building occupants expectations are met while providing consistent service levels.

## **CONTACT**

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## **SIGNATURE**

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Chief corporate Officer