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2017 OPERATING BUDGET BRIEFING NOTE

Harmonizing Custodial Services at Police Stations

Issue/Background:

- This briefing note responds to Budget Committee motion 29.1 7c - That the Chief Corporate Officer provide a budget briefing note on the impacts of the harmonization of cleaning services at Police stations (locations).
- In 2015 as part of the Facility Management Service Standards Committee (FMSSC), Facilities Management (FM), in partnership with its client Divisions, developed the Custodial Standard Service Model (CSSM) with the goal of standardizing custodial service across all City Divisions that receive FM custodial service.
- One of the core benefits to the recommendations outlined in the Auditor General's Report (AG's Report) (2016.AU6.9) dated June 14, 2016 (*Opportunities to Control Costs, Improve Productivity and Enhance the Quality of Cleaning Services*) was that standardization of service delivery could improve FM's ability to control cost.
- FREEE's 2017 Preliminary Operating Budget includes the efficiency proposal to standardize custodial service at all Police locations.
- This harmonization is consistent with FM's approach to meeting Waste Diversion Guidelines adopted by City Council on June 20, 21, and 22, 2004.

Key Points:

- In 2016 FM developed a standardized approach to custodial services at all locations that we service. This approach allows for a consistent service level for all client Divisions as well as the ability to standardize training across all custodial employees regardless of work location.
- In 2016 FM worked with the Toronto Police Service (TPS) to identify strategies for changes in level's of service to standardize custodial services to be consistent with the service level provided to all of our other client Divisions. The strategy that was developed was that the CSSM would be implemented as the basis of scope of work for all custodial services for all TPS Facilities to standardize their service level with the service level provided to the rest of FM's client Divisions.
- The AG's Report on Custodial services recommended standardizing custodial services to provide the following benefits:
 - Provide better data to control costs and provide value for the money

- Ability to establish industry standard cleaning times and tasks for each facility
- Contain the cost of providing the service
- These service delivery changes will contribute to Toronto Police Service's budget saving through lower part time hours for custodial staff, which equates to \$0.250 million in savings and a reduction in 4.0 FTEs. In addition, contracted service needs will also be reduced, resulting in further savings of \$0.600 million in 2017.
- The key service delivery change which will impact Toronto Police employees will be the elimination of desk side waste pickup and the introduction of central waste receptacles. The CSSM will also introduce a consistent green bin program to help the City meet its environmental commitments on a go forward basis. In addition to the above noted service changes there will be a reduction in the frequency that many items, such as wiping kitchen appliances, dusting locker rooms and wiping down table legs and chairs, will occur. Moving to a consistent level of service will enhance FM's ability to offer one consistent training and development program for all custodial services across the organization. It will also be the basis for all quality assurance review for both our in-house staff and contracted services.
- A part of the duties of the two newly created Quality Assurance Analyst positions in FM will be to monitor and review this standardized custodial service at all Client Division locations.
- A central point of the CSSM is ensuring our corporate waste diversion program is in place consistently. Staff will now have access to recycling and green bin services for all buildings.
- This program has already successfully rolled out at many of our facilities and has helped the FM division divert waste in office buildings from landfills to recycling.

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