



Janitorial Services Phase 1 Process Improvement Plan

3/9/15

Community Review Draft

Objectives

- ▶ Implement a performance based janitorial / event support program that delivers the best value to the campus community
- ▶ Improve communications between the campus community, Administration and DTZ
- ▶ Achieve targeted ratio of full time / part time staff
- ▶ Align staffing levels with seasonal demand
- ▶ Define and track key performance indicators against industry benchmarks
 - Cost per square foot
 - Square feet per FTE
 - Base cleaning to program support hours

APPA Cleaning Standards

▶ **There are five levels APPA Cleaning Standards. They are as follows:**

- There are five levels APPA Cleaning Standards. They are as follows:

- **1. EXCEPTIONAL**

- floor coverings and bright and clean
- litter containers clean with little waste
- chalkboards and trays only showing day's use
- no dust on vertical surfaces
- furniture clean and orderly glass clean and sparkling
- GENERAL IMPRESSION IS ONE OF ORDERLY SPOTLESSNESS

- **2. EXCEEDS STANDARD**

- floor coverings clean
- litter containers clean with little waste
- chalkboards and trays only showing day's use
- little dust accumulation
- furniture orderly
- glass clean and sparkling
- GENERAL IMPRESSION IS ONE OF ORDINARY TIDINESS

APPA Cleaning Standards (cont.)

▶ 3. MEETS STANDARDS

- floor coverings clean
- litter containers have little waste
- chalkboards and trays only showing day's use
- some dust accumulation on others surfaces
- furniture orderly glass clean and sparkling
- GENERAL IMPRESSION IS ONE OF CASUAL INATTENTION

▶ 4. MARGINAL

- floor coverings dull
- litter containers often full or overflowing
- chalkboards and trays will be dusty and streaked
- dust accumulation will be evident
- furniture will be in disarray
- glass will show some streaks and hand prints
- GENERAL IMPRESSION IS ONE OF MODERATE DINGINESS

▶ 5. UNACCEPTABLE

- floor coverings will be dull and dusty showing spots and marks
- litter containers will be full to overflowing \
- chalkboards and trays will be dusty and streaked dust and dust balls will be evident
- furniture will be dusty, marked and in disarray
- glass will be dirty and hand printed
- GENERAL IMPRESSION IS ONE OF UNKEMPT NEGLECT

Validate Staff and Service Requirements

- ▶ Validate building conditions, square footage and use type
- ▶ Determine optimal periods for cleaning and policing activities
- ▶ Develop staffing assignments and schedules to align resources with service demands
- ▶ Develop project/periodic service programs

Action Phases To Date

- ▶ Reviewed and validated standardized service levels
- ▶ Defined equipment and service adjustments
- ▶ Reengineered building cleaning staff allocations to reflect APPA standards

In Progress

- ▶ Develop individual building cleaning task assignments
- ▶ Develop supporting training requirements
 - Equipment
 - Safety
 - Job Skills

Service Delivery

- ▶ Introduce “sustaining service” approach
- ▶ Increase day attendant staff and focus
 - Reallocation of resources to enhance basic day services
 - Improve safety and services during heavy usage periods
 - “Sustaining” service staff maintain conditions throughout the day
 - Restock and sanitize rest rooms and lounges as required
 - Refresh class rooms, conference rooms, offices – remove waste, police litter, arrange furniture as needed
 - Maintain common use areas, entrances and corridors

Service Delivery

Off Peak / Deep Cleaning

- ▶ Implement team cleaning to augment sustaining service crew
- ▶ Detail clean buildings on a cyclical basis
 - Complete clean frequency based on operational requirements
 - Team cleaning to perform deep cleaning and floor maintenance
 - Consolidate work activities to conserve electricity and improve security
 - Implement a planned maintenance approach for periodic tasks

Service Modifications

- ▶ Implementation of a waste stream reduction program to improve landfill diversion rate
- ▶ Centralized collection points for all non recyclable waste
- ▶ All administrative offices and individual use areas reduced from daily to weekly cleaning and trash removal
- ▶ All non residential wood frames will be cleaned one time per week as opposed to daily

Service Modifications II

- ▶ Reallocate resources to high occupancy buildings
 - Campus Center, Tisch Library, Athletics, and Ginn Library (Fletcher School)
- ▶ Weekend service
 - Refresh dorm common areas and rest rooms
 - Increase weekend coverage in athletic and fitness centers
 - Maintain common use areas, entrances and corridors adjacent to dining service areas
- ▶ Designated project personnel to accommodate special and periodic cleaning services

Equipment – easier to use and more efficient

Additions to capital equipment

Introducing new technology based on cleaning science advancement

Equipment	Medford	Boston	Grafton	Total
Clarke 20" Floor High Speed Burnisher	1	1	2	4
Clarke CFP 2000 Dual Speed Floor Machine w tank	3	2		5
Clarke S16 Clean Track Self Contained Extractor	2			2
Taski Dry Foam Rotary Shampoo Machine	1			1
Clarke Cleanmaster 30" Wide Area Vacuum	3			3
Tennant S5 24' Carpet Sweeper: Battery powered	2			2
Tennant T1 15" Auto Scrubber : Electric	2	1		3

Floor Machines and Burnishers



ISSA Equipment Based Cleaning Time

Task #	General Cleaning	Sq. Ft.	Minutes	Sq. Ft.
55	Trash / Dust with Treated Cloth /Clean Chalkboard /Damp Mop	1,000	17.00	3,529
57	Trash / Dust with Treated Cloth /Clean Chalkboard /Upright Vacuum Floor	1,000	15.40	3,896
59	Trash / Dust with Treated Cloth /Clean Chalkboard /Back-Pack Vacuum Floor	1,000	11.00	5,455
Task #	Vacuum Carpet	Sq. Ft.	Minutes	Sq. Ft.
278	Vacuum with 12" Upright Vacuum	1,000	17.00	3,529
294	Vacuum with Back-Pack Vacuum & 12" Orifice Carpet Tool	1,000	8.25	7,273
291	Vacuum with 30" Large Area Upright Push-Type Vacuum	1,000	6.00	10,000
Task #	Carpet Extraction	Sq. Ft.	Minutes	Sq. Ft.
251	Extraction Clean using Portable machine with Hose & 12" Suction Head	1,000	120.00	500
260	Extraction Clean using 21" Self-Contained, Self Propelled Machine: Electric	1,000	15.00	4,000
Task #	Floor Maintenance	Sq. Ft.	Minutes	Sq. Ft.
344	Dry Buff/Polish with 350 rpm 20" Rotary Floor Machine: Electric	1,000	15.00	4,000
349	Dry Buff/Polish with 2,000 rpm 20" Rotary Floor Machine: Electric	1,000	6.00	10,000

Taski Dry Foam Shampoo Machine

4,000 Feet/hour



**Engineered for convenience,
performance**

- ▶ TASKI® ergonomically formed grip, adjustable height, low vibration and noise
- ▶ Special dry foam brush 20 inch, with a glide plate to protect the carpet, and increase efficiency
- ▶ Foam generator dispenses highly effective encapsulation solution, carpets are ready for use in 30 minutes

Clarke Wide Area Vacuum

15,000 Sq Ft / Hour



- ▶ 28" Sweeping Path
- ▶ Active Dust Control
- ▶ Use on carpet and hard surfaces
- ▶ Sweeps up small debris, dirt and dust.

Tennant Battery Sweeper S5



- ▶ 24" Sweeping path
- ▶ Use on carpet and hard surfaces
- ▶ Increase productivity with side brush
- ▶ Easy operation and adjustment for less time training and more time cleaning.

Tennant Auto Scrubber – T1

- ▶ Small electric triple action auto scrubber
- ▶ Efficient alternative to wet mopping
- ▶ 8,000 feet per hour versus wet mopping at 1,500 feet per hour



Present Building Cleaning Schedule

1st Shift - 7:00 AM - 3:00 PM		2nd Shift - 3:00 PM - 11:00 PM		3rd Shift - 10:30 PM - 7:00 AM
108 Bromfield	10 Winthrop	112 Packard	108 Packard	128 Professors Row
12 Dearborn	101 Talbot	120 Packard	11 Curtis	20 Professors Row
16 Dearborn/Bromfield.	92/106 Professors Row	177 College Ave/CEM	26 Winthrop	20 Sawyer
90-92 Curtis	176 Curtis	4 Colby/ Science Tech	44 Teele	20/28 Sawyer
95 Talbot/Alumnae Hse	45 Sawyer	66 Colby	126/128 Curtis	48 Professors Row
550 Boston Ave	9-11 Sunset	55 Talbot	132 Curtis/Blakelee Hse	72 Professors Row...Dearborn Hse
Anthony House	96 Packard Ave	97 Talbot	Aidekman Center	89/91 Curtis
Bush Hall	Bacow Sailing Pavilion	Anderson Hall	Barnum	Baronian Field House
Campus Center	Bartol House	Bacon Hall	Bolles House	Braker
Capen House	Bendetson	Ballou Hall	Carmichael-Chase Dining	Cabot (Ginn/ Fletcher)
Cousen's Gym	Blakelee Hall	Bray Lab	Computer User	Campus Center Dining
DeWick MacPhie	Cabot	Bromfield Pearson	Dana Bio	Campus Center
Dowling Hall-Police	Carpenter	Central Services	Dame School	Cohen Part of Aidekman
Fairmont House	51 Win. Catholic Center	Central Heat	Dewick MacPhie	Cousens Gym
Haskell	Chandler	Curtis Hall	East Hall	Dowling 7th Fl
Hillside House	Dowling Garage	EP School	Eaton Hall	Dearborn Hse.
Hodgdon	Davies House	Garage	Hayes House	Gantcher Center
Jackson Gym	Gifford House / Presidents House	Halligan	Lane Hall	Goddard Chapel
Latin Way	Hall House	Hillel	Michael Lab	Goddard Hall
Lewis Hall	Hill Hall & Mail Rm	Lincoln Filene/Tisch Col.	Miller Basement	Granoff
Metcalf	Hillside Apt	Office Service Building	Olin	Miner Hall
Performance Hanger	Hoopers Infirmary	Psychology /Research	Packard Hall	Mugar + Trios/Pound/Wren Dining
Richardson	Houston Hall	Robinson Hall	Paige Hall	Tisch Library
Sophia Gordon	58 Win. Interfaith Center	TAB	Pearson Annex	Tisch Athletic & Fitness
South Hall	McColletteR	11 Talbot/ Fine Arts Hse	Pearson Lab	DeWick MacPhie Dining
Start House	Miller	114 Curtis St	Sawyer Hse/120 Curtis	Steve Tisch Sports Cntr.
Stratton	Milne	200 Boston Ave	62 Talbot/Systems(SIS)	
TAB	Schmaltz	196 Boston Ave		
Tilton	Shoemaker Boat House			
Tisch Library	Tousey House			
	West Hall			
	Wilson House			
	Wren Hall			
	Wyeth House			

Planned Building Cleaning Schedule

Day Cleaning Areas			Afternoon/Evening	
10 Winthrop Street	Baronian Field House	Hodgdon Hall	66 Colby Street	Lincoln Filene Center
101 Talbot Avenue	Bartol House	Hooper Infirmary	Aidekman Arts Center	Mayer Campus Center
108 Bromfield Road	Blakeley Hall	Houston Hall	Anderson Hall	Michael Laboratory
108 Packard Avenue	Blakeslee House	Interfaith Center	Bacon Hall	Miner Hall
112 Packard Avenue - Walnut Hill	Boat House(NEW)	Jackson Gym	Ballou Hall	Mugar Hall
114 Curtis Street	Bolles House	Latin Way	Barnum Hall	Offices Services
12 Dearborn Road	Bookstore	Latin Way Mechanical	Bendetson Hall	Olin Center
120 Packard Avenue - Walnut Hill	Latin Way Mechanical	Lewis Hall	Braker Hall	Packard Hall
126-128 Curtis Street	Lewis Hall	Mayer Campus Center	Bray Laboratory	Paige Hall
128 Professors Row	Bush Hall	McColleston House	Bromfield House	Pearson Laboratory
13 Sawyer International House	Capen House	MEDFORD TELECOM	Bromfield Pearson	Psychology Building
16 Bellevue Street	Carmichael Hall	Metcalf Hall	Cabot Center	Robinson Hall
16-20 Sawyer Avenue	Carpenter House	Miller Hall	Central Heating	Science and Technology Center
176 Curtis Street	Chandler House	Milne House	Central Services	Steve Tisch Sports and Fitness Center
177 College Avenue	Cousens Gym	Richardson House	Cousens Gym	Tisch Library
196 Boston Ave	Dance Studio	Sacred Heart Church	Curtis Hall	
20 Professors Row	Davies House	Sawyer House	Dame School 80 George Street	
200 Boston Ave	Dearborn House 72 Dearborn	Schmalz House	Dana Biology	
26 Winthrop Street	Dewick/McPhie Dining Hall	SIS	Dewick/McPhie Dining Hall	
28 Sawyer Avenue	Fairmont House	Sophia Gordon Hall	Dowling Hall	
36 Sawyer Avenue	Fine Arts House	South Hall	East Hall	Night
43-45 Winthrop Street	Gantcher Center	Start House	Eaton Hall	Carmichael Hall
44 Teele Avenue	Gantcher Center	Stratton Hall	Gantcher Center	Cousens Gym
45 Sawyer Avenue	Granoff Music Center	Tilton Hall	Gifford House	Dewick/McPhie Dining Hall
48 Professors Row	Hall House	Tisch Library	Goddard Chapel	Eliot Pearson Center
55 Talbot Avenue	Halligan Hall	Tousey House	Goddard Hall	Gantcher Center
89-91 Curtis Street	Hallowell Hall	Tufts Administration Building (TAB)	Hamilton Pool	Halligan Hall
90-94 Curtis Street	Hamilton Pool	West Hall	Lane Hall	Hamilton Pool
9-11 Sunset Road	Haskell Hall	Wilson House		Mayer Campus Center
95 Talbot Avenue	Hayes House	Wren Hall		Mugar Hall
96 Packard Avenue	Hill Hall	Wyeth House		Steve Tisch Sports and Fitness Center
Academic Computing	Hillel Center	Yacht Club		Tisch Library
Alumni House	Hillside House			
Anderson Hall	Hillside Housing I			
Anthony House	Hillside Housing II			

Affected Buildings New Schedules

1st Shift

128 Professors Row	Previously cleaned on 3rd Shift
20 Professors Row	Previously cleaned on 3rd Shift
20 Sawyer Ave	Previously cleaned on 3rd Shift
28 Sawyer Ave	Previously cleaned on 3rd Shift
48 Professors Row	Previously cleaned on 3rd Shift
72 Professors Row - Dearborn House	Previously cleaned on 3rd Shift
89/91 Curtis St	Previously cleaned on 3rd Shift
Baronian Field House	Previously cleaned on 3rd Shift
TAB	Previously cleaned on 2nd Shift
Hamilton Pool	Previously cleaned on 3rd Shift
Halligan Hall	Previously cleaned on 2nd Shift
Granoff Music Center	Previously cleaned on 3rd Shift
Gantcher Center	Previously cleaned on 3rd Shift
126/128 Curtis St	Previously cleaned on 2nd Shift
108 Packard Ave	Previously cleaned on 2nd Shift
112 Packard Ave	Previously cleaned on 2nd Shift
114 Curtis Street	Previously cleaned on 2nd Shift
120 Packard Ave	Previously cleaned on 2nd Shift
177 College Ave	Previously cleaned on 2nd Shift
196 Boston Ave	Previously cleaned on 2nd Shift
200 Boston Ave	Previously cleaned on 2nd Shift
36 Sawyer	Previously cleaned on 2nd Shift
44 Teele Ave	Previously cleaned on 2nd Shift
55 Talbot	Previously cleaned on 2nd Shift
Academic Computing	Previously cleaned on 2nd Shift

2nd Shift

Braker Hall	Previously cleaned on 3rd Shift
Cabot (Ginn/Fletcher)	Previously cleaned on 3rd Shift
Dowling Hall	Previously cleaned on 3rd Shift
Goddard Chapel	Previously cleaned on 3rd Shift
Goddard Hall	Previously cleaned on 3rd Shift
Mugar Hall	Previously cleaned on 3rd Shift
Miner Hall	Previously cleaned on 3rd Shift
Bendetson Hall	Previously cleaned on 1st Shift
Bromfield House	Previously cleaned on 1st Shift
Cousen's Gym	Previously cleaned on 3rd Shift
Gantcher Center	Previously cleaned on 3rd Shift
Hamilton Pool	Previously cleaned on 3rd Shift
Mayer Campus Center	Previously cleaned on 3rd Shift
Steve Tisch Sports Center	Previously cleaned on 3rd Shift
Tisch Library	Previously cleaned on 3rd Shift

3rd Shift

Halligan	Previously cleaned on 2nd Shift
Eliot Pearson Center	Previously cleaned on 2nd Shift

Workforce Impact

- ▶ Program changes will reduce the number of part time positions by 35
- ▶ Effected employees will be offered alternate employment opportunities
- ▶ DTZ will implement a hiring freeze for cleaners Boston wide to facilitate outplacement
- ▶ Approximately 56 positions will change shift schedules
- ▶ Employee bids for transfer to an earlier shift will be granted based on seniority

Date	Schedule of Events
10-Dec	Administration and the Student Labor Coalition agreement
2-Mar	Begin install of new attachable trash bins in offices in pilot buildings, remove desk side trash bins.
3-Mar	DTZ Plan submitted to Administration
10-Mar	DTZ plan given to Student Labor Coalition
10-Mar	Brief DTZ employees on plan
23 - 27 Mar	Student Labor Coalition hosts Community Forum
30-Mar	Initiate hiring freeze for other DTZ sites in order to accommodate Tufts outplacement
April - May	DTZ provides opportunities to transfer to other job locations
1-Apr	Begin creating new duty lists to accommodate new cleaning frequencies
18 - 22 May	Community Forum + 60 Days Post all new positions throughout all 3 campuses
25-May	Identify employees slated for layoff and notify union
25-May	Set up meetings with staff discuss changes to duty lists, schedules, areas and understanding APPA levels
4 - 8 Jun	Award final postings and continue with training