

San Francisco Public Library: Custodial Services Assessment

Project Purpose

The Controller's Office performed a comprehensive assessment of the San Francisco Public Library's system-wide custodial services. The objective of the assessment, conducted from March to July 2014, was to evaluate SFPL's cleaning standards, custodial protocols, and staff deployment at the Main and 27 branches. The Controller's Office also provided recommendations for improvements in coverage, accountability, and quality control.

Findings

- I. ***Custodial Coverage and Staffing Deployment:*** The Library's current deployment plan does not optimize staff resources across the Main and 27 branch libraries. The Library can better deploy staff across its facilities to increase coverage; even with an improved deployment plan, a personnel gap still exists that can be represented by the number of hours needed to clean the Main and branch libraries on Sunday and Monday, which are the two days during the week that have the fewest open hours.
- II. ***Improved Accountability:*** The Library does not have defined cleaning standards in place, which makes it difficult to provide expectations for staff, hold staff accountable for cleaning duties, develop cleaning metrics, track performance, and promote clear communication between custodial supervisors, custodians, and library staff.

Recommendations

The Controller's Office makes 12 recommendations broken into three focus areas:

ID	Recommendation	Time Horizon
<i>Finding 1 - Custodial Coverage and Staffing Deployment</i>		
1.	Maintain custodial staffing level at Main	Short-term
2.	Establish a Tuesday through Saturday work week	Long-term
3.	Assign no more than two branches for every one custodian	Long-term
4.	Utilize Department of Real Estate custodians	Long-term
<i>Finding 2 - Improved Accountability</i>		
5.	Develop survey questionnaire based on Association of Physical Plant Administrators (APPA) standards	Short-term
6.	Revise current process and content of Staffnet	Short-term
7.	Develop a Service Level Agreement for custodial staff	Short-term
8.	Create individualized binders for staff to meet specified branch needs	Short-term
9.	Increase frequency of branch visits by supervisors	Long-term
<i>Finding 3 - Supplies and Equipment Retention</i>		
10.	Update custodial supplies and develop inventory and procurement processes	Short-term
11.	Designate staff from Main for supply delivery to branches	Long-term
12.	Provide in-house maintenance kit for staff	Long-term

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