



CAPITAL & FACILITIES

Custodial Operations

Ivan Hansen

Chief Facilities Officer

Facilities Portfolio

Capital & Facilities Custodial Operations

CPS buildings
portfolio is large
and diverse:

793
BUILDINGS

522

CAMPUSES

(CPS owned and
leased property only)

62M

SQUARE FEET

(equivalent of 14 Sears Towers)

86 Years

AVERAGE CAMPUS AGE

The total
immediate critical
need is more than

\$3B

(2023 dollars)

Given the overall size and need of the facility portfolio, along with continued budget constraints, the Capital Improvement Plan (CIP) necessitates a needs-based prioritization approach focusing on “critical needs.”

Building Portfolio

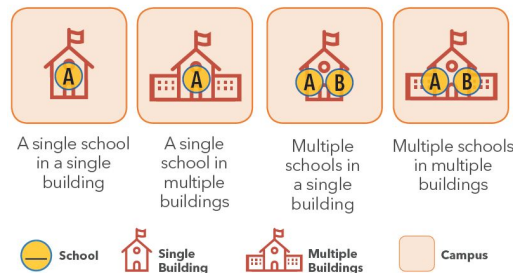
Administrative and stadium buildings excluded



The Capital Department classifies the portfolio based on campuses as opposed to schools because in a number of cases, there are multiple schools sharing a single campus.

CPS Campuses

A CPS campus can look several ways:



Challenges & Shortfalls



Inability to directly hold private custodians accountable

- CPS can recommend disciplinary action, but cannot control the process



Two different unions for the same position

- Inequitable experience between custodians in the same school
- More operationally complex than required



Budgetary constraints

- Managing two separate workforces to perform the same task increased operational and overhead expenses

Together We Rise: Exceptional & Diverse Talent

Capital & Facilities
Custodial Operations



Strategic Priority:

Transition at least

**25% of privatized
support personnel**

(custodial, technology support,
transportation) into
CPS employment



Why It Matters:

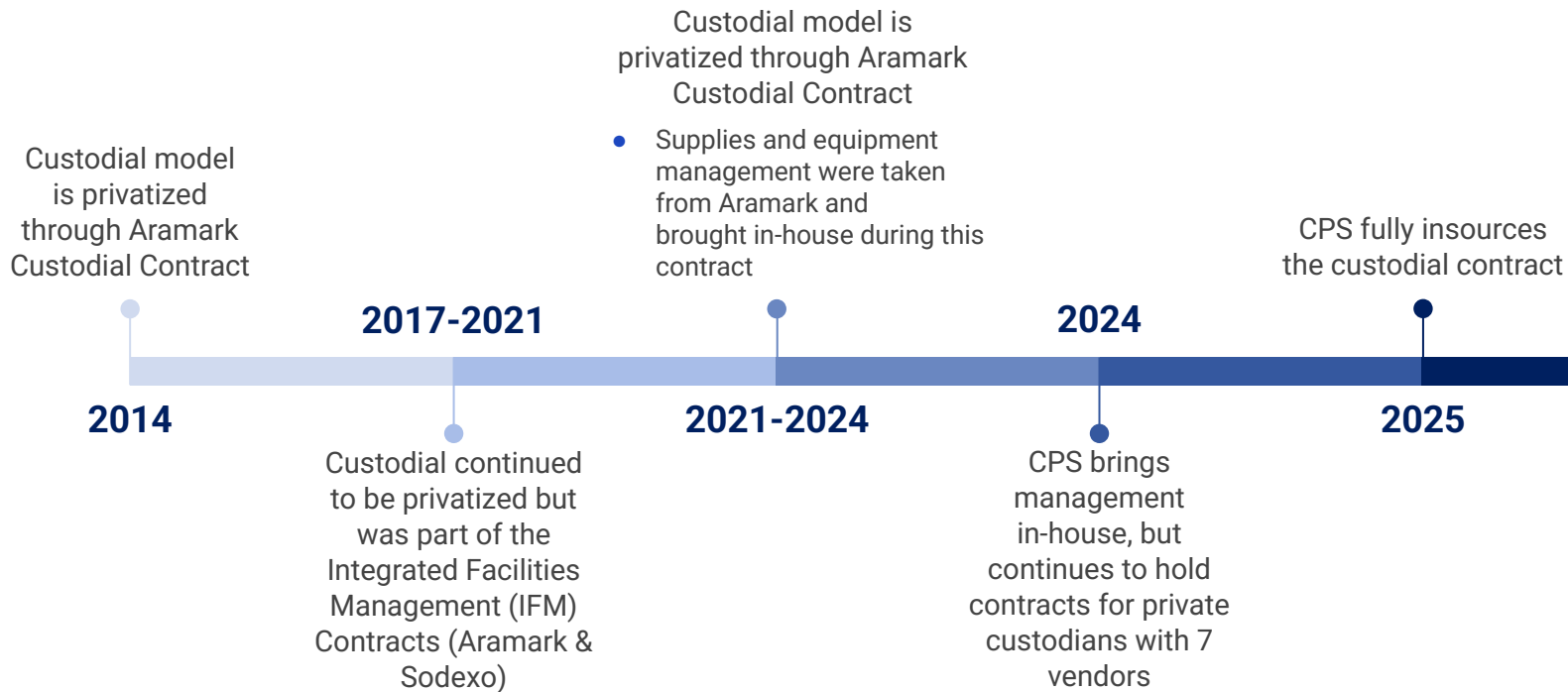
Insourcing elevates service quality,
fosters greater accountability,
and positively transforms the
student experience



Our Achievement:

Through the custodial
transition, CPS has

**deprivatized ~60%
of facilities operations**



August:

Aug 1 -

- Vendors issued 60-day contract termination notice (August 1)
- Private custodians notified by Facilities via email & SMS (CPS-provided accounts/phones)
- Facilities gathered principal feedback on custodians

September:

- **Sep 15** – Involuntary transfers for displaced Local 73 custodians completed
- **Sep 16** – Assignment letters sent to Local 73 custodians; principals, FCFLs, and FMLs copied
- **Sep 19** – Principals notified of former private custodians' shift assignments and onboarding status (where applicable)
- **Sep 30** – First day of fully in-house custodial operations

August–September: 800+ offers extended; 770 custodians onboarded or cleared

Managing and Directing Custodians Roles

Capital & Facilities Custodial Operations



Facilities & Custodial Field Lead

Direct Supervisor – Manages all custodial staff, including scheduling, staffing coverage, performance management, and discipline.

Standards & Compliance – Ensures custodial operations meet district-wide cleanliness, safety, union, and regulatory standards.

Operational Liaison – Serves as the principal's point of contact for custodial issues and ensures custodial teams are aligned with school and district priorities.



Principals

School Priorities Leader – Communicates site-specific needs and expectations to custodial staff through the FCFL to align operations with the school community.

Immediate Needs Coordinator – Provides day-to-day direction for urgent issues (e.g., spills, restocking) while deferring supervision and discipline to the FCFL.

Collaborative Partner – Works with the FCFL on schedule adjustments, event preparation, and documenting custodial feedback to support overall school operations.

Managing and Directing Custodians Roles

Capital & Facilities
Custodial Operations



FCFL & Principal Partnership

Ongoing Communication – Hold weekly check-ins to review performance, upcoming events, and site needs, ensuring custodial operations align with instructional goals.

Transparency & Feedback – Share documented compliments or concerns about custodial staff to inform supervision, evaluations, and continuous improvement.

Proactive Planning – Collaborate on special events, building usage changes, or anticipated operational shifts to ensure proper custodial coverage and readiness.



Managing Success with Technology

Absence Management (Frontline)

Capital & Facilities
Custodial Operations

Benefits

Consistency Across CPS – Using the same system as teachers creates a unified, districtwide approach to managing absences.

Transparency for Principals – Principals receive clear reports showing who is present, absent, or covering, reducing confusion at the school level.

Absence Pattern Analysis – Identifies recurring call-off patterns (e.g., Mondays, Fridays, before/after holidays) that may indicate misuse or highlight staffing stress points.

Regional/Network Comparisons – Highlights absence trends by geographic network or cluster, helping target additional support or oversight where needed.

Workforce Planning – Informs long-term hiring needs, substitute pool sizing, and deployment strategies by revealing chronic absence areas.



Metrics

Absence Rate – % of custodial shifts missed per month (districtwide and by school).

Coverage Rate – % of absences successfully filled with substitutes or reassigned staff.

Reporting Accuracy – % of absences correctly logged in Frontline compared to actual attendance (reduces “ghost absences” or unreported call-offs).

Managing Success with Technology

Mobile Devices



Benefits

Real-Time Communication – Custodians can instantly receive direction from principals or FCFLs for urgent needs (e.g., spills, safety hazards, event setups).

Work Order & Absence Systems Access – Phones allow custodians to log into CrowdComfort, Frontline, or other CPS platforms directly, ensuring accurate reporting and accountability.

Emergency Readiness – Custodians are reachable during critical incidents (flooding, HVAC failures, safety alerts), enabling faster response times.

Equity & Professionalism – Supplying CPS-issued phones ensures all custodians have the same tools, avoids reliance on personal devices, and reinforces custodians as integral district staff.



CrowdComfort Benefits

Real-Time Visibility – Provides principals and Facilities leadership instant insight into when and where rooms are cleaned, helping confirm service delivery.

Accountability & Transparency – Creates a verifiable record of custodial activity tied to specific spaces, reducing disputes and building trust with school communities.

Data-Driven Decision Making – Supplies usage patterns and performance trends that inform staffing adjustments, coverage needs, and compliance monitoring.

Success Metrics

Room Coverage Rate – % of scheduled spaces cleaned and logged per day/week, aligned to cleaning standards.

Completion Accuracy & Consistency – % of custodial scans that match the assigned schedule versus missed or delayed entries, highlighting reliability of service.

Repeat Issue Frequency – # of times the same cleanliness or maintenance concern is reported for a given space, indicating quality or follow-through gaps.

Daily/Weekly Trend Variance – Fluctuations in cleaning activity compared to schedules (e.g., missed rooms, under-serviced areas), helping identify staffing misalignment.

Healthy Green Schools & Colleges (HGSC)

HGSC is a national certification program that sets rigorous standards for healthier indoor environments, sustainability, and cleaning practices. It is significant that last school year **Chicago Public Schools is the first entity certified** because it positions CPS as a national leader in aligning custodial operations with both student health and environmental responsibility.

- **Improved Indoor Air Quality** – Using certified green cleaning products and methods reduces student/staff exposure to harmful chemicals
- **Sustainable Practices** – Standardizing energy- and water-efficient cleaning protocols lowers the district's environmental footprint
- **Waste Reduction** – Custodial teams implement recycling, composting, and responsible product usage to minimize landfill impact
- **Healthier Learning Environments** – Cleaner, toxin-free classrooms support student focus, wellness, and attendance
- **National Leadership & Accountability** – CPS sets the benchmark for other districts, ensuring continuous monitoring and improvement against national best practices



