



Is it time to bring custodial back in-house?

Presented by:

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Agenda

Introduction

Identify Patterns of Concern

Have you tried this first

What to consider before bringing back In-house

Hybrid Plans – Implementation Process – Outcome

Full In-House Program – Implementation Process – Outcome

Lessons learned

Q & A



Introduction

Carrie Sekelsky
Clio Area Schools



Jon Barth
Farmington Public Schools

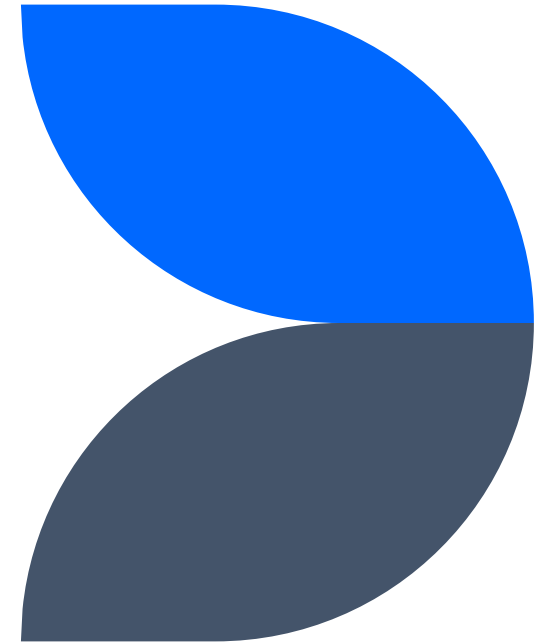
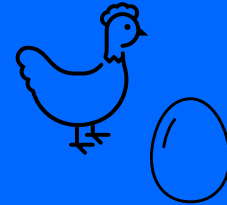


Kelly Shrauger
The Shrauger Group



Patterns of Concern

- Staffing Shortages/Turn-Over
- Consistent cleaning issues
- Equipment issues (broken, improper use, old)
- Scope is inconsistent and rarely accomplished
- Lack of Management or On-Site Supervision
- They want more money but I want to see improvements first. The chicken and the egg
- Event Coverage/sub coverage issues
- I rarely see upper management and when I do, it's all talk and no follow through
- We are not getting the hours we are paying for
- Consistent billing issues



Consider first... Your contactor does NOT want to fail!

- ✓ Did your contractors communicate their needs and recommendations
- ✓ Did you act on those needs such as wage increases, addl. labor hours, adjusted SOW, proper working equipment or timely equipment repairs
- ✓ Have you consulted with contractor Mgt/Owner effectively, isolate the issues and communicated your expectations effectively
- ✓ Is there a labor shortage in your area, what's the unemployment rate in your area, have you checked the unskilled labor market for AHR to make sure you are competitive (regardless of contact language)

Consider first cont...

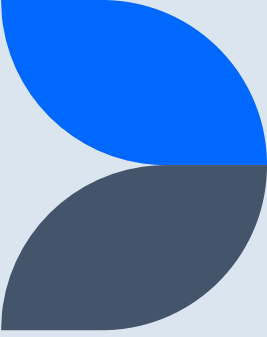
- ✓ What is your cleanable square foot per hour? Is it set up for failure
- ✓ Did the district dictate the staffing hours/program
- ✓ Did you take low bid (= less hours, lower pay, less Mgt/Supervision)
- ✓ How have you treated your custodial staff? Do they feel valued and appreciated



Things to Consider... It's not just labor

Addl. Costs the District may incur:

- ❖ Will my HR dept. incur significant increase in workload with recruiting services, hiring, onboarding, background checks, interviewing, grievances, discipline
- ❖ Unemployment, Work comp, Health insurance Benefits
- ❖ Equipment and repairs, chemical provider
- ❖ Sub coverage and OT
- ❖ May need to hire a 2nd shift Custodial Supervisor
- ❖ Create a scope for each facility, cleaning at a realistic sqft/hour determine number of staff needed to achieve scope and district expectations



Additional things to consider cont...

- ❖ In-House Staff – Cannot just request the removal of sub-par employees
- ❖ Hybrid programs such as Day Custodians and Building Supv's as in-house staff, all others are contracted
- ❖ What are the contractual rules? For example: can contracted sub for IH staff and vice versa, event hours, direction and supervision
- ❖ Create fair strategy to diffuse finger pointing/blame game
- ❖ Analyze the financial impact of understaffing then advocate for funds and resources needed to keep your buildings staffed for a healthy learning environment

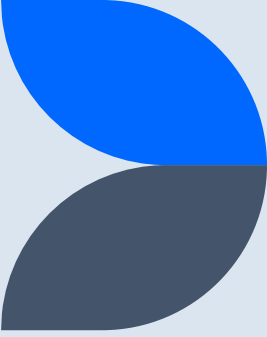
Let's Talk Hybrid:

Planning well in advance is the key to success.

Don't act alone... Your Superintendent, CFO and your Board of Education will need to know your plan as they will be part of this process.

Legal Counsel must be involved if ending a contract early due to non-performance.





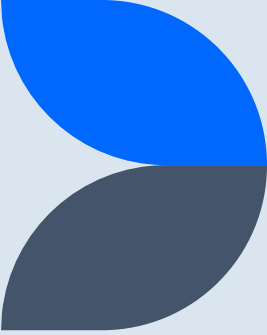
"Transitioning to a custodial hybrid model is always easier at the end of a custodial services contract."

Understand that whether you consider bringing back in-house custodians, using contracted services, or implementing a hybrid model, hiring staff in today's labor market is challenging. A competitive wage is crucial!

TWENTY-ONE BUILDINGS
TOTALING 1.5 MILLION
SQUARE FEET



9,000 STUDENTS

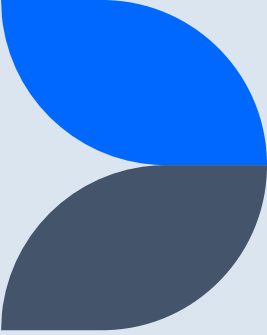


FPS Hybrid Model

Eighteen (18) head custodians
Four (4), day project/sub custodians
Two (2) afternoon foreman

Total New FPS custodial staff = 24
Contracted employees = 49 + 1 Contractor Supervisor

- Budget Increase -
First Year = \$1,487,304
Second Year = \$1,714,209

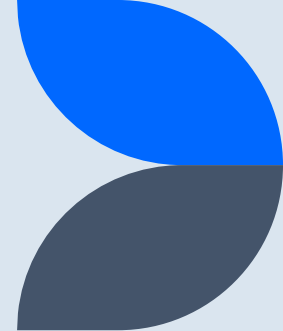


FPS Hybrid Model

49 contract custodians were hired to work the second shift.
This equates to 32,000 square feet per FTE, at our MS/HS
and 24,000 square feet per FTE at our elementary schools.

Additionally, our contract required one dedicated afternoon supervisor.

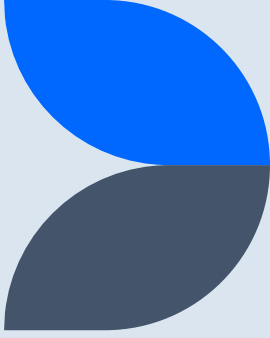
The contracted supervisor and our two FPS (afternoon shift) foreman work together to ensure that cleaning is satisfactorily completed – they even share an office at facilities management.



FPS Hybrid Model

Things to consider that worked well for Farmington Public Schools...

- A detailed custodial services bid
- A job fair offering competitive wages and benefits
(next slide)
- Assigning new employees to the right location (including principal input)
- A sufficient probationary period for new employees (initially they will not be unionized)
 - Uniforms and regular meetings with new FPS custodians
 - Equipment Upgrades and supplies



First Year Hourly Rate*

Second Year Hourly Rate*

Elementary School Head Custodian: \$17.56

Elementary School Head Custodian: \$19.84

Day Floaters: \$16.00

Day Floaters: \$19.84

Middle School Head Custodian: \$18.80

Middle School Head Custodian: \$21.24

High School Head Custodian: \$19.39

High School Head Custodian: \$21.91

Night Foreman: \$19.39

Night Foreman: \$21.91

*Budgeting calculations included 50.65% Retirement and FICA. Benefits mirrored the current MEA (FMC) bargaining agreement for vacation and sick days; although our new custodians have no contract (the custodial unit was removed from the bargaining agreement when the District contracted services ten years ago). To be competitive, our hourly rates were based on a recent AFSCME bargaining agreement at the University of Michigan Medical Center.

Timeline

Farmington's hybrid model took approximately four months from design to implementation (November 2021 to March 2022)

Mid-November – December: Planning and providing opportunities for our contracted service company to improve service.

December to January: Bid development and job fair.

February: Contracted services cancelled/bid awarded to new contracted services company. New FPS custodians trained.

March: New equipment purchased. Contracted services began.

Outcomes

Be realistic about immediate positive outcomes. There are challenges as new custodians learn their buildings and the contracted services company comes onboard. FPS found that surveys from teaching staff helped identify deficiencies early on.

- Head Custodian – Pride of ownership/professionalism/speed of service
- Equipment care
- FPS saw a reduction in complaints from 20 per day (December 2021) to 1 per week (February 2023)
- Staff retention
- Stating the obvious... much cleaner facilities!

Implementation Process: In-House

Clio Area Schools

Student Count – 2700

Buildings – 2 Elementary (36,880 sf and 38,000 sf)

evening cleaning at 2,305 – 2,374 sqft/hr

- 1 day custodian – 2 evening custodians (each)

Intermediate (54,527 sf) & Middle School (87,790 sf)

evening cleaning at 2,272 sqft/hr & 3,658 sqft/hr

- 2 day custodians – 1 per school
- 6 evening custodian – 3 per school

High School – includes administration and alternative high school (219,781 sf) **evening cleaning at 4,578 sqft/hr**

- 2 day custodians
- 6 evening custodians

Early Elementary (19,818 sf) **cleaned at 4,955 sqft/hr**

- 1 part time evening custodian

*Sqft/hour cleaning does **not** include any day custodians



Implementation Process: In-House

Concerns that prompted the conversation:

- **Benefits provided to contracted staff**
 - Holiday Days
 - Cost of medical benefits
 - Pay rates
- **Staffing concerns**
 - Unable to fill shifts
 - Length of time to fill vacancies
- **Divide between district and contracted staff**
- **Billing/Administrative Issues**



Implementation Process: In-House

Summer of 2021

- End of Contract – same company for 9 years
- RFP
 - Received 12 responses
 - Lowest, **most qualified** bid

Summer of 2022

- One year contract ends
- Decision is made to use a non-janitorial third-party service

Implementation Process: In-House

We Selected Local Support Services

Genesee Education Consultant Services, Inc. hires employees for 28 school districts within Genesee County and surrounding areas. They provide competitive services in the areas of Early Childhood, Public School Education, Public Health, and other educational sectors.



Implementation Process: In-House

WHY we went this direction?

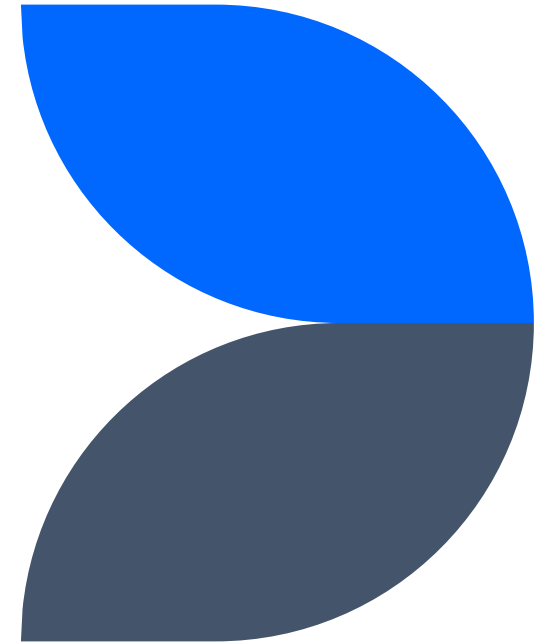
- We were able to negotiate the structure of the wage and benefits to align with District staff.
- All other third-party staff, excluding food service, is contracted through GEC S, existing relationship
- This allows for a more cohesive structure

Financial Impact to Clio School District

- July 1, 2022 –Current = 22% Increase over last year

Insights and Outcomes

- Retain the on-site Lead Custodian
- This is a key position
- More collaboration with GECS
- Hiring is much smoother than in the past
- Offer a more comprehensive health/vision/dental package
- Offer more holiday and vacation – similar to other district staff
- Less complaints, cleaner buildings



Lessons Learned

- Wages are still too low, resulting in more turn-over than desired
 - \$13.73-\$15.14 (3 steps)
- Permanent subs are key to ensure when custodians are on vacation or sick leave, shifts are covered



Overview

Regardless of which direction works best for your district, a well-run program should include:

1. Management must be non-cleaning, visible and provide Leadership
2. 2nd shift supervisors at each facility to assure direction and QC
3. A reasonable and realistic cleanable sqft/hour to match expectations
4. Built in Sub Cleaners – everyday there are call-offs, so plan for it
5. Wages that are higher than average equivalent labor market
6. Require and assure full training program has been completed
7. Seek guidance and resources if needed to assist with implementation
8. Never underestimate the value of empathy and appreciation
9. Communicate, Collaborate and build Trust

Q & A

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