

Is it time to bring custodial back in-house?

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Introduction

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Agenda

Introduction

Identify Patterns of Concern

Have you tried this first

What to consider before bringing back In-house

Case Study: Cedar Springs Public Schools

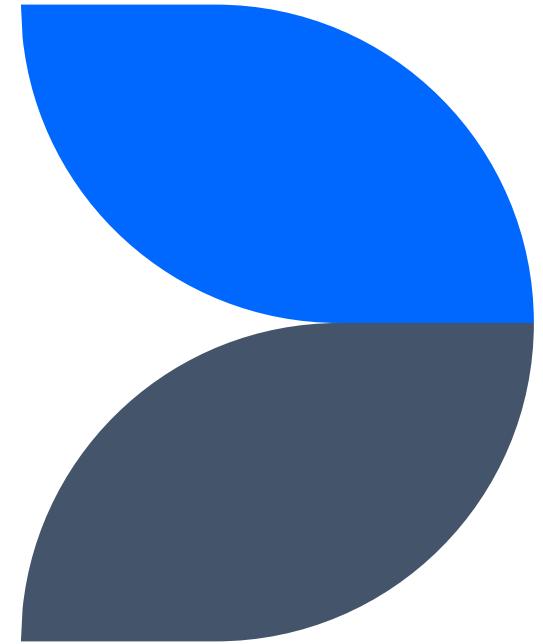
Overview

Q & A



Patterns of Concern

- Staffing Shortages/Turn-Over
- Consistent cleaning issues
- Lack of Management or On-Site Supervision
- Manager's cleaning not managing
- Event Coverage/sub coverage issues
- Don't feel you're getting the hours you are paying for
- Consistent billing issues
- Teacher complaints



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

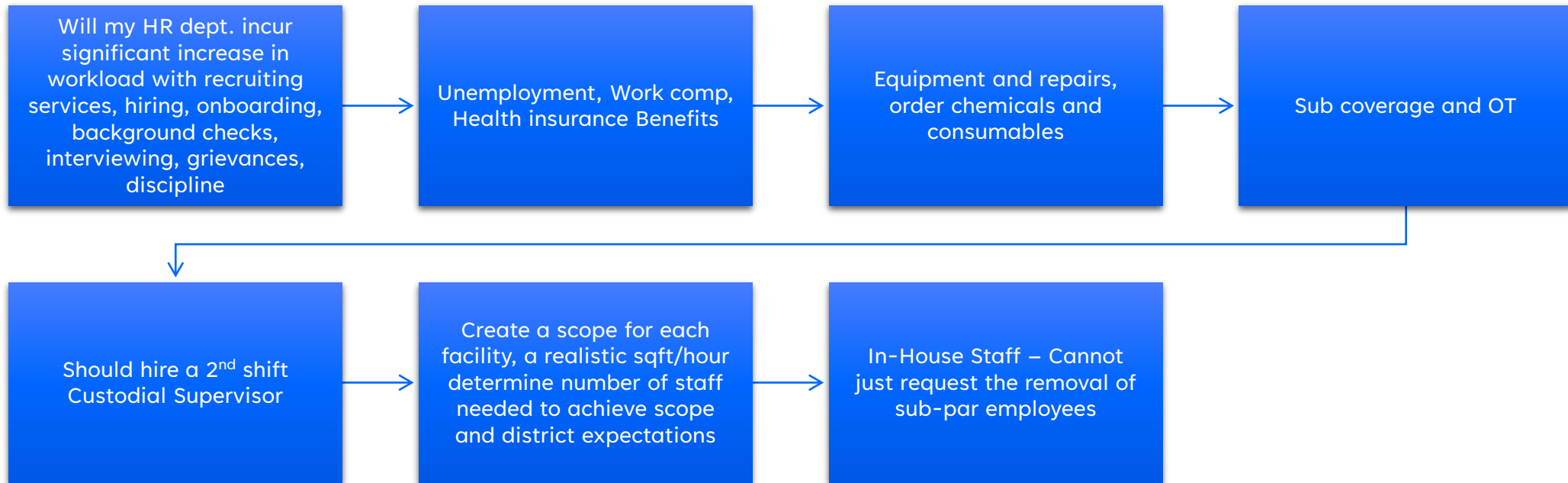
- ✓ Did your contractors communicate their needs and recommendations
- ✓ Did you act on those needs such as wage increases, addl. labor hours, adjusted SOW, proper working equipment or timely equipment repairs
- ✓ Have you consulted with contractor Mgt/Owner effectively, isolate the issues and communicated 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 to match district expectations?
- ✓ Do you have on-site management in the evenings and Building supervisors especially at the MS/HS facilities
- ✓ Did you take low bid (= less hours, lower pay, less Mgt/Supervision, lack of good benefits) thorough bid evaluation and reference checks
- ✓ How have you treated your custodial staff? Do they feel valued or just “The Help” changing mindsets and culture



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



Getting started and gaining support



Planning well in advance is the key to success



Do your research, this is not typically a cost savings



Get support from Superintendent, Business Manager and Board of Education



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





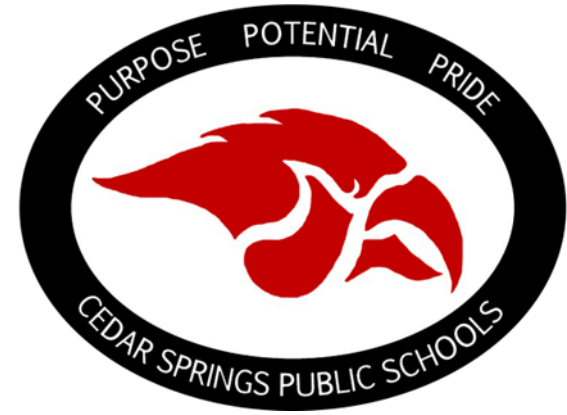
Cedar Springs Public Schools

- Northern Kent County, 22 miles north of Grand Rapids
- Size
 - Six Academic Buildings
 - 700,000 sq ft under roof
 - 197 Acres
- One campus



Cedar Springs Questions

- How do I know if this is a viable option?
- How do I present this to my Superintendent/Board?
- How do I get building level buy-in and support?
- Can we offer competitive enough wages?
- Do I have the support of my HR and Finance team members?



Process

- Step 1: Goal Setting
- Step 2: Build a Team Model
- Step 3: Cost Evaluation
- Step 4: Administration and Board Buy-In/Approval
- Step 5: Implementation



Cedar Springs Goals

- Enhanced Customer Experience (O7)
- Synergy Between Working Groups
- Build Resiliency through Cross Training
- Building Ownership
- Reliable Weekend Support

Building	Total Square Foot	Cleanable Square Foot*	CFTE/25,000 sq ft	CFTE/APPA Study
Building #1	62,850	56,565	2.26	
Building #2	90,263	81,237	3.25	
Building #3	212,768	191,491	7.66	
Total	365,881	329,293	13.17	

*Cleanable Square Footage (CSF) at 90% Total Square Footage



APPA Cleaning Standards

- Level 1: Orderly Spotlessness
- **Level 2: Ordinary Tidiness**
- **Level 3: Casual Inattention**
- Level 4: Moderate Dinginess
- Level 5: Unkempt Neglect

APPA Cleaning Standards

Standard/Local Space Category	New CSF/Custodian				
	Level 1	Level 2	Level 3	Level 4	Level 5
Auditorium Seating & Foyer	6,300	15,200	35,200	75,900	443,600
Auditorium Stage & Wings	19,100	28,200	86,700	263,800	*
Cafeteria with Carpet	12,200	18,800			
Cafeteria with Hard Floor	12,700	17,700			
Classroom with Carpet Floor – Heavy Use	7,200	17,000	18,100	23,600	24,500
Classroom with Carpet Floor	13,800	29,600	33,100	45,700	48,500

[APPA Bookstore - Operational Guidelines](#)



Space Category	APPA Level 2	APPA Level 3	Building 1 CSF	Building 1 CFTE	Building 2 CSF	Building 2 CFTE
Cafeteria with Hard Floor	17,700	NA	7,702	0.44	3,200	0.18
Classroom with Carpet Floor	29,600	33,100	45,000	1.36	26,708	0.81
Gymnasium	39,600	86,200	16,232	0.19	10,500	.012
<i>(12 More)</i>
		Total	68,934	1.99	40,408	1.11

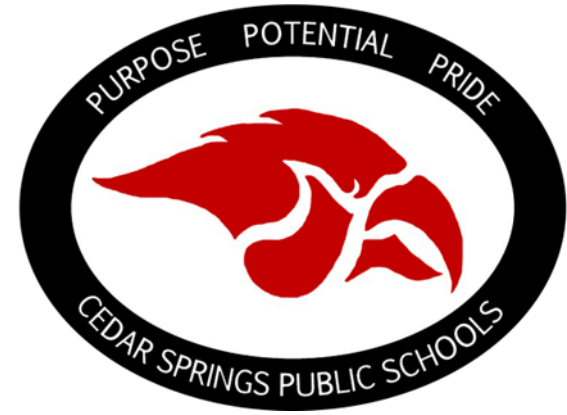
Building	Total Square Foot	Cleanable Square Foot*	CFTE/25,000 sq ft	CFTE/APPA Study
Building #1	62,850	56,565	2.26	1.77
Building #2	90,263	81,237	3.25	2.93
Building #3	212,768	191,491	7.66	8.36
Total	365,881	329,293	13.17	13.06

*Cleanable Square Footage (CSF) at 90% Total Square Footage



Constructing The Team

- Supervision (How much cleaning will they do)
- Full-time vs Part-time
- Day vs Night Cleaning
- In-Session vs Break
- Other duties besides cleaning?
- Gut Check
- Working with Director of Finance and Human Resources



Cedar Springs Model

- Assistant Director of Facilities Services
- Building Lead Model
- Weekend Coverage
- Student Labor
- Overlapping Shifts
- “Caretakers”
- Total Team Approach



Cost Evaluation

- FTE vs Contracted = 106%
- CFTE vs FTE Contracted =
 - 100% In Session
 - 86% Total
- Base Pay = 89.7% of contracted services
- Total Labor Budget = 137% vs expiring contract
 - Includes Retirement, FICA, Health, Workers Comp, etc.
- Original Equipment/Supply Purchase



Buy-In and Approval

- Agree on Common Goals and Expectations
- Gain Building Administrator Input
- Show Your Work
 - FTE
 - CFTE
 - Work Load
 - Cleaning Levels
- Collaborate with Business Office, HR, and others
- Know Your Board



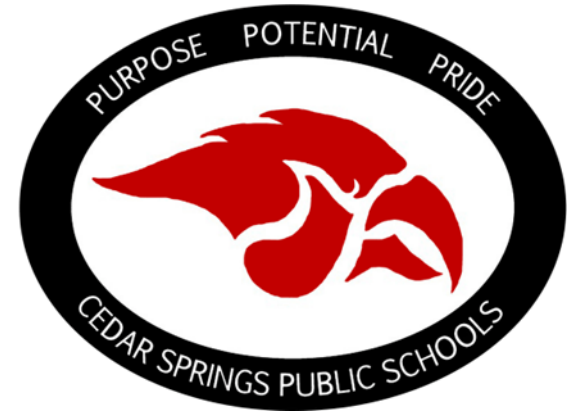
Implementation

- Hiring Director/Manager
- Hiring Building Leads
- Building out team
- Leaning into suppliers
- Adjustments
- Connections with Building Staff
 - Setting Expectations



2 Areas of Concern

- Gap Coverage
- Event Coverage

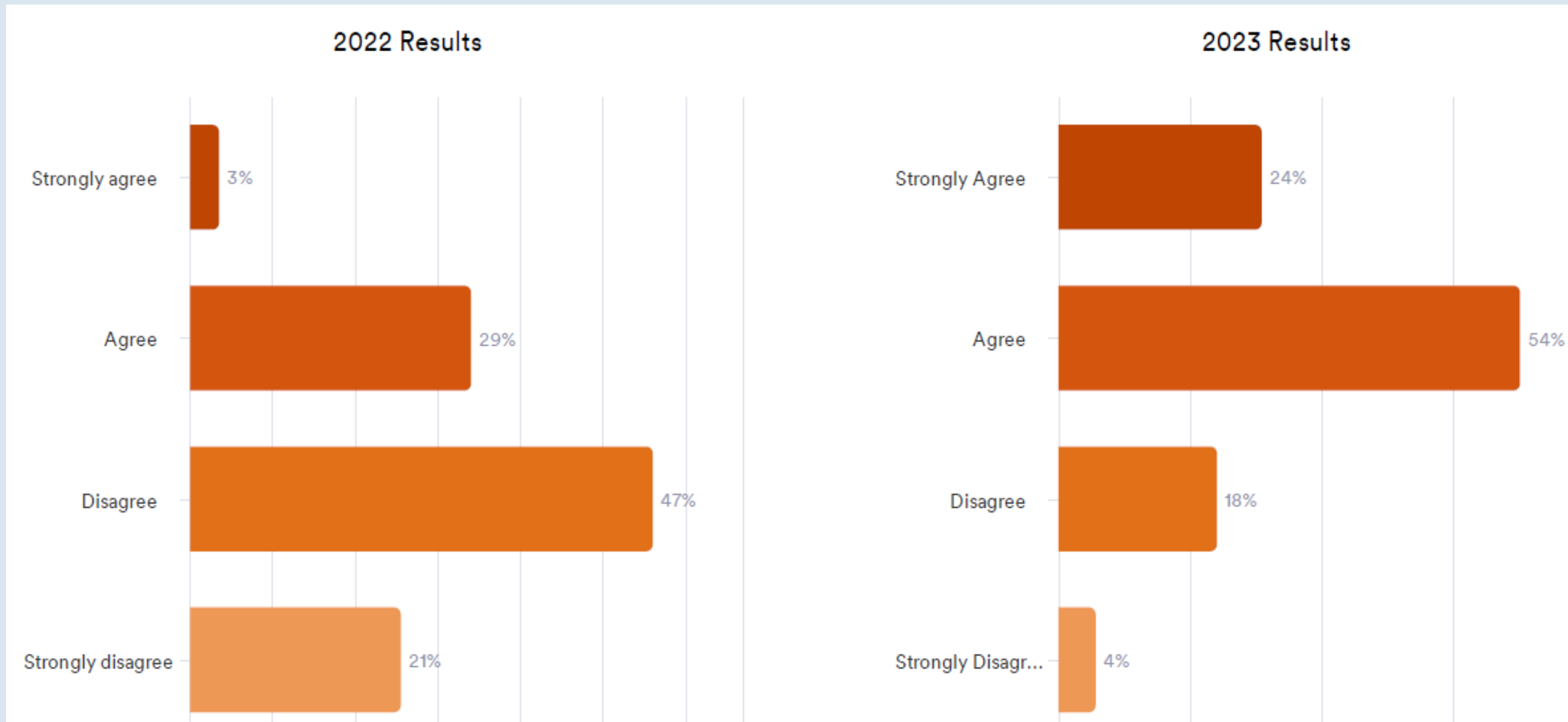
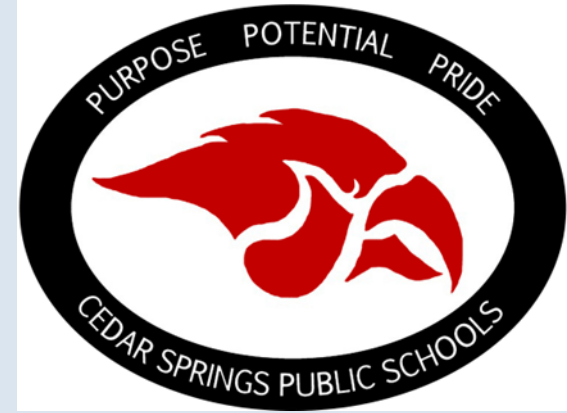


Benefits

- Light Maintenance
- Hybrid Position options
- Summer Work
- Building Leads helping with construction punch list and other projects
- Student Mentorship

Staff Survey Results

“Are your facilities clean?”



Overview

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

1. A reasonable and realistic cleanable sqft/hour to match expectations
2. Built in resiliency and flexibility– everyday there are call-offs, so plan for it
3. Seek guidance and resources if needed to assist with implementation
4. Communicate, Collaborate and build Trust

Q & A

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