39,349 Enrollment 2014-15
4 Charter Schools
1 FAU Charter Lab School Operated by School District
41 Schools
3 Ancillary sites
6.5 million square feet of Facilities
Take a Closer Look.

GCA Saves Metro Nashville Public Schools Millions, Earns High Grades from Principals

Situation
- Metropolitan Nashville Public Schools (MNPS), with 144 facilities and 76,000 students, historically performed facility services in-house.
- Facing budgetary pressures and spending cuts, the district decided in 2010 to contract its custodial and grounds management services to a third party and embarked on an extensive Request for Proposal and review process.

Solution
- A selection committee of administrators and school board members unanimously recommended GCA Services Group, based on the company's outstanding record of providing quality service and significant savings for school districts across the United States.
- The district awarded GCA a five-year contract for custodial and grounds management services.

Results
- An external audit found that the district saved at least $6.5 million in fiscal 2011 compared to what it had previously budgeted for custodians and grounds maintenance.
- The audit estimated that the district will save nearly $33 million over the five-year contract.
- 75 percent of building principals gave GCA an “A” rating in a quality of service survey.
- “GCA has proven to be a great partner to our school system. Not only have they saved us a significant amount of money that is funneled into the classroom, but GCA staffers are quick to answer any calls or requests for service. We have really been pleased with the partnership and level of service provided.” – Dr. Jesse Register, Director of Schools for MNPS
- “The quality is there. The significant savings is there and it’s really just a validation of what we’ve been saying since we began this back in 2010,” said Chris Henson, Chief Financial Officer for MNPS.

www.gcaservices.com/k-12
VENDOR MAKES PROPOSAL
VENDOR PROPOSAL

- Plan reduced wages and benefits for employees
- Reduced number of workers
- Additional savings based on standardization of processes, equipment and materials
- Promised increased level of service
<table>
<thead>
<tr>
<th>Summary of 2013-14 Budget Recommendations March 19, 2013</th>
<th>Effect on Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Goal</strong></td>
<td>$15,000,000</td>
</tr>
<tr>
<td><strong>Restructuring District Divisions</strong></td>
<td></td>
</tr>
<tr>
<td>• Student Services, Exceptional Ed, and Alternative Ed Reorganization</td>
<td>$1,629,547</td>
</tr>
<tr>
<td>• Management of Custodial Services: either in-house plan or external provider</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>• Maintenance department reorganization</td>
<td>$840,000</td>
</tr>
<tr>
<td>• Reduction in use of outside legal services</td>
<td>$250,000</td>
</tr>
</tbody>
</table>
Union Proposal

- Union claimed that employees were overworked
- Proposal was to reduce number of workers to achieve desired cuts
- District staff believed that services would suffer and savings would not occur long term
- Plan proposed about $\frac{1}{2}$ million savings
BOARD CHALLENGED US TO WORK WITH UNION TO CREATE WORKABLE PLAN

- Used CASBO formula to determine needed staffing
- Develop management structure that could assure:
  - Training
  - Supervision
  - Moving existing foremen and assistant foremen to non-union exempt status
# CASBO Custodial Formula

<table>
<thead>
<tr>
<th>CASBO FORMULA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) One custodian for every 13 teachers.</td>
<td></td>
</tr>
<tr>
<td>(2) One custodian for every 325 students</td>
<td></td>
</tr>
<tr>
<td>(3) One custodian for every 13 rooms</td>
<td></td>
</tr>
<tr>
<td>(4) One custodian for every 18,000 sq. ft.</td>
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</tr>
<tr>
<td>(5) Sum of above divided by 4 = total custodians needed</td>
<td></td>
</tr>
<tr>
<td>(6) Schools &lt; 450 students add .30 FTE (Full Time Equivalent) to the total</td>
<td></td>
</tr>
<tr>
<td>(7) Community usage</td>
<td></td>
</tr>
<tr>
<td>Elementary School</td>
<td>.06 FTE</td>
</tr>
<tr>
<td>Middle School</td>
<td>.25 FTE</td>
</tr>
<tr>
<td>High School</td>
<td>.50 FTE</td>
</tr>
</tbody>
</table>
2006 BUDGET CUTS

Budget Cuts made us look and reduce staffing to meet budget

Cut site maintenance staff from over 300 to 267

Developed Level of service factor to provide equity at schools
ST LUCIE COUNTY SCHOOL BOARD
CUSTODIAL SERVICES REORGANIZATION

District Looked at reorganization of Custodial Department with goals of:
- Reducing cost
- Improving service standards
- Improving accountability
- Dedicated training and development of Staff
- Increasing Production & quality thru Standardization (Deming #5)
OLD STRUCTURE

- Site Based Management at 30 of 41 schools
  - Custodial Staff managed by school Principal
  - No formalized training program
  - No standardized processes
  - Limited control on purchasing of chemicals and supplies
  - Foremen and Assistant’s were members of CWA Union

- Plant manager model in 11 schools
  - Custodial Staff managed by school Principal
  - Limited oversight of Maintenance Department (1 custodial manager)
  - Limited training program.
The key components of the plan were:

- Move most custodians “outside the bells” schedule to increase productivity
- A school custodial “opener” at each school throughout the school day
- All custodians will be supervised by a District level area manager
- All sites will have a non-union supervisor (Plant Manager)
- District wide grounds crews will be established to reduce capital needs and increase production (new job description needed to be created)
- Eliminates all existing assistant foremen and current foremen
  - 27 hired as plant managers
  - About 40 others demoted or left
- Created a part time custodian to work 4 hours to assist in meeting school needs & cleaning (e.g. 3.3 FTE rounded to 3.5)
- Provides staffing to meet the current level of service
- The plan allows District may move custodians to avoid substitutes
IMPLEMENTATION SCHEDULE

- Reorganization Plan-Board Approved June 15 2013
- Coordinator Position Approved June 25
- Coordinator Hired July 22, 2013
- School Started August 11, 2013
- Plan in place September 2, 2013
Effective September 2, 2013:

- Custodial Coordinator, 5 Area Managers, 1 bookkeeper hired
- 38 Plant Managers were promoted from the previous Foreman and Assistant Foreman positions
- 16 groundskeepers were hired using FTE previously filled by Site Maintenance Workers, reducing the number of SMW at the schools
- Custodial budgets no longer controlled by the schools
PROJECTS THAT FOLLOWED

- Standardized supply ordering: Web-based with dedicated SLCSB catalog
- Standardized training for Plant Managers and Site Maintenance Workers
- Equipment ordered for each site to ensure workers have the needed tools to be successful in their jobs
- Later scheduling for increased custodial productivity outside of bell times
## School Board of St Lucie County Maintenance Department
### Grounds Teams Assignment

<table>
<thead>
<tr>
<th>Team 1</th>
<th>Team 2</th>
<th>Team 3</th>
<th>Team 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alan Luna</td>
<td>Felix Gomez</td>
<td>Gary Bellinger</td>
<td>Terry Burto</td>
</tr>
<tr>
<td>William Rolle</td>
<td>Rolando Navarro</td>
<td>Jordan Hernandez</td>
<td>Zachary Burns</td>
</tr>
<tr>
<td>Anthony Luca</td>
<td>Alton Ferguson</td>
<td>Chris Cernuto</td>
<td>Richard Shelnut</td>
</tr>
<tr>
<td>Stephen Malpass</td>
<td>Kevin Howe</td>
<td>Clifford Moore</td>
<td>Kyle Herk</td>
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<table>
<thead>
<tr>
<th>Tuesday/Wednesday</th>
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</thead>
<tbody>
<tr>
<td>Dan McCarty</td>
<td>Westgate K-8</td>
<td>Means Court Center</td>
<td>Saint Lucie West K-8</td>
</tr>
<tr>
<td>Saint Lucie Elementary</td>
<td>Floresta</td>
<td>Frances K. Sweet</td>
<td>Saint Lucie West Centennial</td>
</tr>
<tr>
<td>Dale Cassens</td>
<td>Southport Middle</td>
<td>C.A. Moore</td>
<td>Oak Hammock K-8</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Wednesday/Thursday</th>
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</thead>
<tbody>
<tr>
<td>Rivers Edge Elementary</td>
<td>Mariposa Elementary</td>
<td>North County Compound</td>
<td>Windmill Point</td>
</tr>
<tr>
<td>Parkway Elementary</td>
<td>Morningside Elementary</td>
<td>Garden City Elementary</td>
<td>Treasure Coast High School</td>
</tr>
<tr>
<td>Southern Oaks Middle</td>
<td>Village Green</td>
<td>Fort Pierce Magnet</td>
<td>Oak Hammock K-8</td>
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<table>
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<tr>
<th>Thursday/Friday</th>
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</thead>
<tbody>
<tr>
<td>Forest Grove Middle</td>
<td>Bayshore Elementary</td>
<td>Lawnwood Elementary</td>
<td>Allapattah Flats K-8</td>
</tr>
<tr>
<td>Weatherbee Elementary</td>
<td>Manatee Elementary</td>
<td>Samuel Gaines Academy</td>
<td>South County Compound</td>
</tr>
<tr>
<td>White City Elementary</td>
<td>Savanna Rigde Elementary</td>
<td>Fort Pierce Westwood</td>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Friday/Saturday</th>
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<th>Friday/Saturday</th>
<th>Friday/Saturday</th>
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</thead>
<tbody>
<tr>
<td>Fort Pierce Central High</td>
<td>Port Saint Luice High School</td>
<td>Lakewood Park Elementary</td>
<td>Palm Pointe</td>
</tr>
<tr>
<td>Fairlawn Elementary</td>
<td>Northport K-8</td>
<td>MOA</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lincoln Park Elementary</td>
<td></td>
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</tbody>
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*Please note there are two days for each set of scheduled schools. The reason for this is that for whatever reason the lawn cannot be completed on the first, they have the next day to do it. Reasons for not completing the lawn maintenance could be rain days, equipment failure or break downs or possible testing days at the schools. **Please inform Gary Taylor when testing is going on and in what areas or classrooms so that we can arrange another time or possible day so that we don't interrupt the students while testing.*
CURRENT PROJECTS

- Formalizing Standardize processes
- FSPMA Training for all Plant Managers
- Site Maintenance Workers semi annual formalized trainings
- Single Stream Recycling Pilot Program:
  - Morningside Elementary
  - Village Green Environmental Studies
  - St Lucie West Centennial High
  - Port St Lucie High
  - Westgate K-8
Standardizing Processes

- Standardization of custodial supplies used District-wide:
  - Replaced at **NO COST**, including installation: 10,310 paper towel, toilet paper, soap, and hand sanitizer dispensers.
  - Direct delivery to the schools from the supplier. In the past, these items were shipped to our warehouse, requiring delivery to each site from the warehouse.
TRAINING:

- Florida School Plant Manager Association (FSPMA) training for all Plant Managers (by 7/31/15)
- One Area Manager and one Plant Manager completed FSPMA Instructor Certifications. This enabled us to conduct our own FSPMA trainings and certifications for our Staff.
- Computer Training: Modules which track progress and issue certificates of completion for all courses offered from basic to deep cleaning, which benefit from newly hired Site Maintenance Workers to the most experienced.
- Semi-Annual trainings for ALL 208 Site Maintenance Workers are being held at off site locations.
- New dispensers, command centers, equipment maintenance, and best practices.
- Ongoing training will continue for all Site Maintenance Staff.
SUMMER MAINTENANCE PLANS

- For the first time, we were able to look at district wide staffing for custodial needs in the summer.
- In order to have summer schools prepared by the start of school, we organized staff to provide additional help.
- We transfer at least one person from each Elem school and two from each Middle, K-8, and High school to assist each of the Summer schools at the completion of their programs.
- Transferred staff return to their assigned school one full week before Students return.
**Summer Sharing for Summer Schools:** Please send **1 person** to work the summer school in their zone for all Elementary schools and Middle schools (except for FP Magnet and Dale Cassens who only have a staff of 3) from July 28th thru August 8th (2 weeks). All K-8 and High Schools will send 2 during this time. They will return to their schools on Monday, August 11th one full week before students return. The County Summer Schools are highlighted in Orange for each zone.

**Summer Expectations:**
- Floor Maintenance – Tile/Carpet
- Restroom and Furniture Cleaning
- Pressure Washing
- Teacher Classroom changes
- Touch up painting
Recycle
Single Stream

What you can recycle:

- Newspapers
- Office Paper
- Tissue Boxes
- Cardboard
- Catalogs
- Wrapping Paper
- Paper Bags
- Magazines
- Pizza Boxes
- Phone Books
- File Folders
- Paper Tubes
- Empty Aerosol Cans
- Metal Pots/Pans
- Aluminum Cans
- Laundry Detergent bottles
- Tin Cans
- Soda/Water Bottles
- Milk Jugs
- Milk/Juice Cartons
- Metal Pie Plates
- Metal toys
- Aluminum Foil
- Rigid Plastic

What you cannot recycle:

- Hoses
- Pyrex Cookware
- Window Glass
- Shrink Wrap
- Ceramics
- Six Pack Rings
- Plastic Bags
- Styrofoam
- Bottle Caps
- Clothing
EMERGENCY ISSUES AND PUBLIC RELATIONS

Infectious Diseases and Protocol

- Rotavirus
- Lice
- Meningitis
EMERGENCY ISSUES AND PUBLIC RELATIONS

Checklist

- Getting it right v. Getting it out first
  - Verify with Health Department
  - Communicate with District office
  - Communicate with Staff & Public
  - Develop Joint communication

- Develop cleaning plan and protocol with health department

- Use of CDC guidance documents
WHAT WE ACHIEVED

Savings of about $250k per year

Increased level of service
  Grounds
  Custodial

Better communications with maintenance

Improved staff capacity
  ▶ Eliminating non performance
  ▶ Growth

Freeing Principal to be instructional leader

True change in Culture
LESSONS LEARNED

- Overcoming culture biggest obstacle
  + Principal control of people and budgets
  + Staff lack of formalized training in processes
- Make staff accountable to manager & principal
- Hiring the right leadership team critical
- Investing in staff key to success
- Developing better trust and coordinate with maintenance
LESSONS LEARNED (CONTINUED)

- Creating Capacity
- 8 internal promotions in 2 years to plant manager or higher position
- Standardization of equipment and processes aide in training and transferring staff
- Change in culture by Executive staff/principals