



Finance & Operations Committee

June 19, 2025

MINUTES

Meeting called to order: Member Kehoe at 5:00 p.m. **Board members:** Kehoe, Picard (Christenson-absent)

District staff: Merritt, Minnick, Malbon, Meier, Lents, Rice, Jory **Citizen Reps:** Roderique, Johnson DeMers

Guest(s)/ Presenter(s): J. Maino /TMP Associates; A. Rivers, S. Williams, A. Evans, V. Feliciano, D. Potes, A. Jones, V. Williams /Durham; J. St. Louis, J. Torrence, K. White T. Fleming/ABM **Others Present:** none

Public Comments – none.

Approval of Prior Meeting Minutes – June 5, 2025 - approved.

P-CEP Pilot Classroom Furniture Purchase - Ms. Minnick introduced Jen Maino from TMP Associates, who shared a recommendation for the purchase of pilot classroom furniture for P-CEP. TMP is working with the high school principals and the Bond Steering Committee to plan updated classroom furniture across the high schools.

As part of this work, sample furniture was brought in for staff and students to test. A team also visited the manufacturer, VS America, in North Carolina to learn more about flexible learning environments. Based on the feedback gathered, the district is moving forward with a pilot program of three classroom sets of furniture. The selected furniture reflects the team's observations during the site visit and incorporates teacher feedback. The goal is to support modern teaching and better meet the needs of students and staff.

The pilot will include three different classroom sets of furniture each designed to support a variety of teaching styles. These classroom furniture sets will rotate among the three P-CEP high schools so that each building has a chance to try all three configurations.

During the discussion, Mr. Roderique asked if the same teachers would stay in the pilot classrooms as they move between schools. It was agreed that a variety of teachers—including math, science, and English—will take part in the pilot. This approach will help gather a wide range of feedback from both teachers and students. The team is continuing to work on how best to structure the pilot to gather useful input.

Mr. Kehoe suggested that a longer trial period might be helpful and asked that the Board receive updates as the pilot progresses. It was also noted that all furniture purchased for the pilot will continue to be used after the trial ends, making this a lasting investment.

Further, plans to send a group of educators to a national conference this fall for professional development to explore best practices in flexible learning environments for optimal and differentiated curriculum delivery are underway.

Key Performance Indicator (KPI) Reports-

Transportation – Angela Rivers, General Manager of Transportation, presented the third-quarter transportation Key Performance Indicators (KPI) report. The report included key data such as staffing levels (currently fully staffed with enough casual drivers to cover absences), cost per mile, cost per day, average daily ride time, on-time performance, accident data, and recruitment and retention incentives. Comparisons were made between the third quarter of this year and last year, as well as against the first two quarters of the current year.

Ms. Rivers noted a desire to expand the use of in-house sedan drivers to transport special education and McKinney-Vento students coming from the Wayne-Westland area. These rides are currently handled by Fidelity Transportation, but she is working toward bringing this service in-house. Ms. Minnick clarified that while costs for these rides can be reported quarterly, they are not a consistent performance metric due to varying ridership and the transient nature of the population.

It was noted that the slide data indicates that the number of daily runs for Q1 2025 is higher than in Q3 2025. This is due to route adjustments made throughout the year, and that the shuttles for programs like CTE and orchestra have been incorporated into regular routes. Also, routing changes are made to throughout the school year reflect student needs and updated bus stop locations.

Ms. Rivers also shared efforts to reduce preventable accidents. She has proposed allowing drivers to remain on the same route year after year—unless a route becomes vacant—so they can build stronger relationships with students and families. She has also suggested extending new driver training by an additional week. In her previous districts, keeping drivers on consistent routes helped reduce accidents and improve community relationships. She will look into comparable accident data from other districts. A slide outlining an action plan to reduce accidents was included in the presentation.

Custodial – Jennifer St. Louis, ABM Account Manager, gave a brief presentation on third-quarter data from recent building inspections. Lower scores at some sites were mostly due to staff turnover, but steps are being taken to improve conditions. Many of the issues identified are expected to be resolved by the next report. One challenge this quarter has been the number of custodial requests related to end-of-year activities, which has required additional staff and overtime.

Positive developments this quarter include stronger collaboration between ABM and the district's maintenance staff, new equipment and cleaning product upgrades, and increased reporting of safety hazards and deficiencies by staff. Since the previous report—when a manager had just left the team—overall inspection scores have improved due to greater staffing stability.

At P-CEP, Ms. St. Louis shared that planned bond renovations at Salem High School, which has historically had lower scores, are expected to help raise inspection results. Renovations will include restroom and fixture replacements.

Member Kehoe asked ~~about~~ how often custodians clean around building entrances. Ms. St. Louis explained that custodians are responsible for cleaning up to 25 feet from each entrance daily and that extra attention is encouraged at the end of each week to support a positive first impression. Member Kehoe also expressed interest in seeing whether these improvements show up in recent student and family survey results.

The presentation also highlighted new employee appreciation programs. Two of the district's three zone managers—Jamia Torrence and Kenyati White—were in attendance. Each zone manager selects an employee of the month. Third-quarter staffing levels have increased, and ABM has reached the additional 10% staffing overage needed for substitute coverage. The fourth quarter "summer clean" season began last week.

Ms. Minnick shared that, going forward, the district's internal maintenance and grounds reports will be presented separately from the KPI reports provided by our professional partners. These internal updates will be included as part of future presentations on summer cleaning progress and bond project work.

Mr. Rice provided a brief update, noting that the team is working to shorten the time between when a work order is submitted and when it is completed. He also reported significant improvements in grounds maintenance, thanks to recent changes in staff scheduling.

Member Kehoe expressed appreciation for the level of detail included in the most recent internal KPI report. He emphasized the value of this type of analysis in understanding and improving the district's operational environment.

Crossing Guard services Recommendation – Mr. Lents provided an overview of a proposed transition to a new service model for crossing guard coverage, citing a growing safety concern due to ongoing staffing shortages. P-CCS currently has 32 crossing guard posts, requiring a total of 64 hours of daily coverage (1 hour in the morning and 1 hour in the afternoon) on school days. While most municipalities are responsible for providing this service, P-CCS has an agreement in place to manage and staff the crossing guard program, with costs split 50/50 and invoiced annually to the three municipalities.

EduStaff, the current provider, has consistently filled less than two-thirds of the required positions, leaving 12–15 posts vacant. District staff have been helping cover many afternoon shifts, but there are not enough available staff in the mornings, creating a serious safety concern for students.

To address this, the district is recommending a one-year contract with All City Management Services, Inc. (ACMS), a national company that specializes in crossing guard programs. ACMS offers a comprehensive service package that includes trained crossing guards, equipment, supervision, substitutes, liability insurance, and a GPS-enabled timeclock system that ensures guards are present at their assigned posts to clock in and out.

Mr. Meier shared background information on the district's long-standing challenges with crossing guard staffing. He explained that most school districts rely on local police departments to supply and manage crossing guards, but due to a 1978 court decision, Plymouth-Canton operates under a unique agreement with its municipalities. Under this agreement, the district is responsible for managing the program and sharing costs with the municipalities. Mr. Meier noted that the current vendor does not provide the supervision, training, or equipment required under state law, whereas ACMS provides full support and oversight, including a 24-hour call center for staffing issues.

He also reported that he contacted other districts using ACMS—such as the City of Lansing and the City of Appleton, Wisconsin—which shared positive experiences. Ms. Minnick added that bringing this function in-house would require hiring an administrator and an assistant to provide oversight, which would also result in a higher cost to the district. A key benefit of contracting with ACMS is that the company assumes full liability and will handle staffing, supervision, and complaint resolution, relieving the district, and collaborating with local police departments on our behalf.

ACMS has proposed a not-to-exceed amount of \$352,581 for the 2025–26 school year. After municipal cost-sharing, this would result in approximately \$63,000 in annual savings for the district. ACMS plans to offer existing guards a \$2/hour wage increase and implement timeclock accountability.

It is recommended that P-CCS enter into a one-year agreement with ACMS, with services funded through the General Fund and reimbursed 50% by the municipalities.

Member Kehoe expressed concern over the increased cost, feedback from municipalities, and whether ACMS can meet its staffing promises. He noted that the proposed cost per guard is \$26.27 per hour, which is more than double the current cost per FTE, and requested time to review the agreement in full.

Mr. DeMers and Member Kehoe suggested including a penalty clause or a performance clause in the agreement with ACMS that would require the company to reimburse the district for any unfilled shifts. Mr. Johnson agreed that such a clause could help incentivize ACMS to maintain full staffing coverage.

Ms. Minnick expressed caution about this approach, noting that staffing challenges are widespread and that crossing guard positions—limited to just two hours per day, split between morning and afternoon—are especially difficult to fill. She questioned whether a penalty clause would be practical or effective under the current labor conditions.

Additional Committee Meeting Added - Since there is only one Board Meeting in July, and we are seeking to have this service implemented by the start of school in September, committee members agree to add an additional committee meeting on Thursday, June 26th at 3:30 p.m. to bring this crossing guard item and a few other timely items for approval.

Financial Reports as of May 31, 2025 – Ms. Malbon presents the district financial report as of May 31, 2025. The financial report as of May 31, 2025, compares the General Fund final amended budget to actuals, highlighting variances by function and object. Revenues received to date total 78.3% of the budget, slightly above the prior year. Expenditures are at 87.2%, which is 1.1% lower than the same period last year. Variances are due to timing or unanticipated changes in revenue and spending. Overall, the net change in fund balance aligns with expectations from the final budget amendment.

Adjourn: 7:38 p.m.