

Aramark Reference Responses

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|--|---|--|---|--|---|---|
| District Contract | Dario Bellot, MBA | Larry Shanok | Brian A. Finos | Irene E Dickinson, CPA | Dr. Paul D. Goren | Thomas G. Farrell |
| Position | Chief Financial Officer | Asst. Supt. for Finance | Manager of Facilities | Business Manager/Board Secretary | Superintendent | Superintendent |
| District ; City, State | Pennsylvania School for the Deaf ; Philadelphia, Pennsylvania | West Windsor-Plainsboro Regional School District ; Princeton Junction, New Jersey | National Heritage Academies ; Grand Rapids, Michigan | Eastern Center for Arts & Technology ; Willow Grove, Pennsylvania | Evanston School District 65 ; Evanston, Illinois | Shore Regional School District ; West Long Branch; New Jersey |
| Enrollment | 180 | 9,468 | 41,901 | 500 | 8,000 | 756 |
| Buildings | 9 | 10 | 61 | 2 | 19 | 1 |
| Square Feet | 133,000 | 1,500,000 | 3,152,454 | 94,225 | 1,312,000 | 155,000 |
| 1. Are you satisfied with the service you receive from Aramark? | Yes | Yes - We are going into year 3 of a second 5 year cycle. It takes time to partner with them so expectations are met. We researched other districts that had contracted out and those that were unsuccessful at contracting out did not partner. We have been working on checks and balances. | Yes. Our internal scoring has then performing at a 94/100 for cleanliness. | Overall, yes. | We have one Aramark employee who is the head of Buildings and Grounds. He is fantastic and has been with the District for 25 years. | Absolutely! |
| 2. Does Aramark provide management services to your District? | Yes - five years, facility management, cleaning and security beginning in 1984, K-12 school with 12 acres | Yes - and no. | Yes. They manage janitorial, maintenance and a portion of our capital asset replacement. They operate directly from our place of business | Yes | Yes | Yes, they actually provide services to two of my Districts (Shore Regional and West Long Branch School Districts) |
| 3. Are the employees also Aramark employees? (In TRSD, they provide the management, we provide the employees). | 12 Aramark Employees | they have 83 custodians, 13 maintenance staff, etc. In district - we have a director and assistant director and a secretary that provide oversight and support as well. | Yes. Their employees represent all of our custodial staff members | No | No | Yes, they are Aramark employees. Aramark's Manager actually attends my District Administrative Council meetings. |

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| 4. What services does Aramark provide to your district (Custodial, Food Service, Maintenance, other). | | Custodial, Maintenance and Grounds | Custodial and maintenance. Custodial is self performed and they manage our maintenance. All maintenance activities are performed by 3rd party vendors | Management for custodial and maintenance. | Buildings and Grounds (Other District term Facilities) | Aramark provides custodial and maintenance for my two districts. |
| 5. Does your contract include an annual CPI accelerator? Does it include an increase that is more than CPI? Less? | Yes - between 1% & 2% | In New Jersey, there is a law that requires 2 year contract with 3 additional contract extensions, the state establishes a yearly contract accelerator. | Yes. We agreed to cap at a certain percentage which I'd prefer not to share as the info is confidential | Yes. Based on Act 1 Index - same for tax increases. | Yes - CPI | Not sure |

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| 6. Does Aramark provide any kind of donation to your District? If so, what and how much? | Every 5 years | No - there's no free lunch. That would be wrapped up in our contract. | Yes, I'd prefer not to disclose the dollar amount but they participate in our program to gift scholarships to our students. They also volunteer to provide holiday gifts to our less fortunate students. | \$300 scholarship annually. | N/A | No |
| 7. What is the length of contract you have with Aramark? | 5 years - we renew | See above - 5 years is limit by state. | We are currently in a 5 year commitment because of our level of satisfaction | Three years. | We just renewed our agreement for 4 years. | 5 Years |

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| 8. Would you be available for me to speak to by phone if needed? | Phone interview | Phone Interview | Yes | Yes | | Sure |
| 9. Would you be willing to send me your contract? | Not willing to share contact | Use a consulting firm to do the RFP - the page agreement indicates they comply with RFP requirements. If attorney approves, possibly. | NHA is a non-public entity not subject to public records request. Therefore, your request for a copy of any agreement between Aramark and NHA is respectfully denied. However, as Mr. Finos indicated, NHA has had a positive experience with Aramark. | Provided | NA | NA |

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| Other Comments: | | | We have a good 'partnership' with Aramark and stress that word as it is imperative to our operations. We pride ourselves on the efficiency of our cleaning and maintenance and when benchmarked against public schools we believe, based on data, that we provide a high value of service for a much more economical cost. However, our moral focus also greatly impacts the cleanliness of the building allowing us to focus on project cleaning and routine custodial activities without the need for day porters, etc. We achieve our results with a mere 18-20 hours of total man hour production daily. Aramark has also customized a solution for our schools that addresses the complexity of operating in multiple states and demographics. We don't have the luxury of our campuses being consolidated to one area or City. Simply put, Aramark is my team, and they allow our organization to focus on our | | | |

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| District Contract | Dr. James M. Walsh | Susan Caswell | Larry Knapp | Dr. Robert Taylor | Alan Sepe | Gary Kelley |
| Position | Superintendent | Business Administrator | Business Manager | Superintendent | Director of Operations | Assistant Superintendent; Business and Finance |
| District ; City, State | Burgettstown Area School District; Burgettstown, Pennsylvania | Oyster River Cooperative District; Durham, New Hampshire | Hamilton City School District; Hamilton; Ohio | Lebanon Community School Corporation; Lebanon, Indiana | Providence Public Schools; Providence, Rhode Island | Lee County Schools; Leesburg, Georgia |
| Enrollment | 1,600 | 2,154 | 9,081 | 3,350 | | 5,063 |
| Buildings | 2 | 5 | 13 | 8 | | 5 |
| Square Feet | 308,611 | 403,246 | 1,525,354 | 789,692 | | 595,568 |
| 1. Are you satisfied with the service you receive from Aramark? | Yes. We have increased our expectations from the Aramark manager on site, and he has met the increased expectations. | We are very satisfied with our services from Aramark. | Yes | 100%. From program management, fiscal accountability to state and federal compliance, to community engagement, Aramark has met or exceeded all of my expectations. In my 12 years as Superintendents and my 6 years as the Assistant Superintendent | Yes | Yes, very satisfied. |
| 2. Does Aramark provide management services to your District? | Yes. We have one Aramark employee on site. | Aramark only provides management services to us for our facilities. They provide a Director of Facilities and a Custodial Supervisor as part of our agreement. The contract also provides a \$50,000 capital investment for a maintenance vehicle and custodial | Yes | Yes. We contract with both Aramark Food Service, and Aramark Custodial/Grounds. They provide an on-site manager for each operation. All other employees are Lebanon School Employees. | Yes | Management and supplies |
| 3. Are the employees also Aramark employees? (In TRSD, they provide the management, we provide the employees). | Yes, just the manager. Our custodians and maintenance personnel are district employees. | We provide the employees. | No. | See above | Yes | No. The employees are ours. |

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| 4. What services does Aramark provide to your district (Custodial, Food Service, Maintenance, other). | Facilities Management | They only provide management of our facilities which includes the custodial and maintenance department. | Custodial Services Only | They have been very active in a number of school/community initiatives such as: summer meals, food pantry at our schools with the highest free/reduced numbers, supporting our education foundation with fund raisers, and developing a catering service that has tripled the use | Custodial and Maintenance Services | Custodial and Maintenance Services |
| 5. Does your contract include an annual CPI accelerator? Does it include an increase that is more than CPI? Less? | It does not. It is a price fixed annually. | The contract lists the cost by year. It is a 3% yearly increase. | 2% | I am not sure, the business department would be able to respond to that specific question. | Less | CPI |

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| Square Feet | 308,611 | 403,246 | 1,525,354 | 789,692 | | 595,568 |
| 6. Does Aramark provide any kind of donation to your District? If so, what and how much? | They have provided no-interest financing for the purchase of equipment as as the purchase of a new air handling unit. | They award a \$1,000 scholarship to a student each year. | No. | There is a specific dollar amount, again the business department can address that. As to in kind service and support they have been very active and supportive with providing food service support for admin. meetings, faculty events, student recognition events, and professional | School painting | No Donation |
| 7. What is the length of contract you have with Aramark? | We have been with Aramark for over 30 years, since back when it was Service Master. The current contract has two years left. | It is really a 5 year contract. The last 2 years allow for a nonrenewal with 90 day notice. | 2 Years | Three years is the current contract but we have partnered with Aramark for over 25 years. | 5 Years | 5 years; but they have been with us over 20 years. |

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| Square Feet | 308,611 | 403,246 | 1,525,354 | 789,692 | | 595,568 |
| 8. Would you be available for me to speak to by phone if needed? | Yes | Yes | Yes - I would be happy to as we are very satisfied with their services. | Yes | Yes | Yes, very satisfied. |
| 9. Would you be willing to send me your contract? | Provided | Provided | NA | NA | NA | Provided |

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| Square Feet | 308,611 | 403,246 | 1,525,354 | 789,692 | | 595,568 |
| Other Comments: | | | | | | I have a great Aramark director and he is my right hand. I don't have to worry about anything related to maintenance of our buildings nor do our principals. Our schools are very clean and are always recognized when we have officials from other school districts in our buildings. The key will be who you get as a manager but Aramark will work with you if you are not pleased. It has been a great experience for us and I would not want to change this outsource. We have considered letting the employees fall under their contract but we feel it would be a loss to pay a fixed cost for services with a high turnover rate. |

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| District Contract | Dr. Alfredo Aguilar | James Miller | Christina Perez | Charles Tait |
| Position | Business Administrator | Chief Financial Officer | Business Manager | Assistant Superintendent |
| District ; City, State | Ridgewood Board of Education ; Ridgewood, New Jersey | Pembroke High School ; Kansas City, Missouri | Benavides ISD ; Benavides, Texas | Lebanon School Corporation ; Lebanon, Indiana |
| Enrollment | 5,800 | 1,200 | 364 | 3,350 |
| Buildings | 11 | 18 | 2 | 8 |
| Square Feet | 714,000 | 317,653 | | 789,692 |
| 1. Are you satisfied with the service you receive from Aramark? | In process | Yes | Yes | Yes 100%. Aramark provides to us a Director of Maintenance, a Director of Custodial, A licensed Electrician, A Temperature controls expert. All custodians and maintenance staff are Lebanon Employees. |
| 2. Does Aramark provide management services to your District? | Yes | Yes | Aramark manages all custodial staff, they provide onsite supervisor. We share a supervisor with other districts. | Yes, see above |
| 3. Are the employees also Aramark employees? (In TRSD, they provide the management, we provide the employees). | Yes | Yes and the employees and managers are Aramark employees | All custodians are Aramark employees. | No, see above |

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| Enrollment | 5,800 | 1,200 | 364 | 3,350 |
| Buildings | 11 | 18 | 2 | 8 |
| Square Feet | 714,000 | 317,653 | | 789,692 |
| 4. What services does Aramark provide to your district (Custodial, Food Service, Maintenance, other). | Custodial and Maintenance | Custodial, Grounds, Maintenance and security | Custodial Services only. | Director of Food Service. Director of Maintenance, Director of Custodial, Licensed Electrician, Temperature controls expert |
| 5. Does your contract include an annual CPI accelerator? Does it include an increase that is more than CPI? Less? | CPI | Yes, tied to an index | Annual CPI accelerator | CPI - This year is 2.2% |

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| Square Feet | 714,000 | 317,653 | | 789,692 |
| 6. Does Aramark provide any kind of donation to your District? If so, what and how much? | No | No | No | Yes |
| 7. What is the length of contract you have with Aramark? | Yearly for up to 5 years. | Five year contract which has been extended. | 5 years | Food service is one with renewable up to total of 5. Other contract continues to roll over until one party requests it to stop. |

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| 8. Would you be available for me to speak to by phone if needed? | Yes | Yes | Yes | Yes |
| 9. Would you be willing to send me your contract? | Provided | NA | NA | NA |

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| Other Comments: | | We have partnered with Aramark (and their predecessor ServiceMaster) to provide completely outsourced custodial, grounds, maintenance and security departments at our school for over two decades. The approach has worked very well for us and I am pleased to serve as a reference for them. The key in any outsourced arrangement is the quality of the manager and the support that they are provided. In my years of involvement, I have learned that the most challenging situation for an outsourced situation is when the front line employees are not directly employed by the same company that their supervisor works for. In that situation, friction frequently exists that causes the employees to feel like they just need to work together to get rid of the supervisor. This is especially true if the supervisor was brought in to address something that was not previously being accomplished by the same employees. | | |