

Janitorial Services Contract Management Audit March 2017

NOTE: This version of the Janitorial Services Contract Management Audit has been redacted by the City Attorney's Office to remove confidential information that, if publicly released, could compromise the security of City buildings.

Lori Brooks, City Auditor
Susan Edwards, Assistant City Auditor
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City Auditor's Office

March 8, 2017

Honorable Mayor and Members of the City Council:

The City Auditor's Office has completed the Janitorial Services Contract Management Audit. The purpose of this audit was to ensure adequate oversight, cost control and effective enforcement of janitorial services contract clauses.

Management's response to our audit findings and recommendations, including target implementation dates and assigned responsibility, is included following the audit report.

We would like to thank the staff members of the Public Works and Transportation, Parks and Recreation, Human Resources and Information Technology Departments, as well as the *Members Janitorial* and *Oriental Business Services* vendors, for their cooperation and assistance during this project.

Lori Brooks

Lori Brooks, CPA, CIA, CGAP, CRMA
City Auditor

Attachment

c: Trey Yelverton, City Manager
Theron Bowman, Deputy City Manager
Jim Parajon, Deputy City Manager
Gilbert Perales, Deputy City Manager
Mindy Carmichael, Director of Public Works and Transportation
Lemuel Randolph, Director of Parks and Recreation
Kari Zika, Director of Human Resources
Dennis John, Chief Information Officer
David Preciado, Municipal Court Director

Janitorial Services Contract Management Audit Table of Contents

	<u>Page</u>
Executive Summary	1
Audit Scope and Methodology	2
Background	2
Detailed Audit Findings	5
Audit Recommendation and Response Table	18

Executive Summary

As part of the 2016 Annual Audit Plan, the City Auditor's Office has completed an audit of Janitorial Services Contract Management. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. The objectives of the audit were to:

- Determine existence of adequate oversight for contract management
- Ensure providers of janitorial services are performing per contract requirements
- Ensure vendor payments are made in compliance with contractual terms
- Survey City employees receiving janitorial services to assess the quality of services received and whether contract stipulations were met
- Determine if City policy was followed during the vendor selection process

Based on testing performed, related to the audit objectives, we noted the following:

- The City purchasing policy was followed during the vendor selection process

We also identified opportunities for improvement in the following areas:

- Contract management and oversight
- Vendor contract compliance and quality of services
- Vendor staff identification and building access

Although outside the scope of this audit, it was noted during discussions with management that issues with physical building access controls, identified during the audit related specifically to janitorial vendors, extends to citywide building access issues and the need for an enterprise level solution. The Chief Information Officer noted current planning is in progress to address building access issues at an enterprise level.

Details of audit findings, conclusions and recommendations are included in the following report.

Audit Scope and Methodology

The audit was conducted in accordance with generally accepted government auditing standards. The following methodology was used in completing the audit.

- Interviewed pertinent staff in the Public Works and Transportation and Parks and Recreation Departments
- Interviewed City Purchasing staff regarding the vendor selection process
- Reviewed vendor bids submitted for janitorial services
- Reviewed payments made to vendors to ensure accuracy per contractual terms
- Analyzed relevant content and clauses of the current janitorial contracts
- Reviewed documentation retained by personnel responsible for contract administration in both Public Works and Transportation and Parks and Recreation Departments
- Conducted a survey to assess quality of janitorial services rendered
- Examined vendor employment documentation
- Reviewed access permissions granted to vendor employees throughout City facilities

Background

The City of Arlington outsourced janitorial services in 2002, to increase operational efficiency and reduce costs. Prior to outsourcing, the City employed internal staff to perform janitorial services for all City owned facilities. Currently, the Convention Center still employs janitorial staff. Retention of the internal janitorial staff was deemed necessary, due to the nature of services offered by the Convention Center and for specific needs of exhibitors.

The seventeen (17) fire stations throughout the City are cleaned by firefighters assigned to each station. Parts of the Arlington Police Training Center are cleaned by recruits during training periods.

Vendors

The City has contracts with two vendors to perform janitorial services throughout the City. One vendor is used specifically by the Parks and Recreation Department (Parks) for cleaning recreational centers, while the other vendor is used by the Public Works and Transportation Department (Public Works) for cleaning facilities Citywide. The vendor activity and services provided are overseen by facility services units in Parks and Public Works, respectively. Janitorial services for citywide buildings are contracted to Oriental Business Services (OBS) based in Dallas, and janitorial services for Parks recreational centers are contracted to Members Building Maintenance (Members), also based in Dallas.

- OBS - Provides janitorial services to 33 City facilities, including City Hall, Ott-Cribbs Public Safety Building, Municipal Office Tower, library branches, water treatment facilities, Arlington Municipal Airport, and Handitran offices. OBS has contracted with the City since 2012, with a contract renewal in June 2016.

- Members – Provides janitorial services to seven Parks recreation centers, senior centers and tennis centers. Members has been providing janitorial services for Parks recreational centers for approximately 15 years, with a contract renewal in 2013.

The Parks and Public Works departments have designated contract administrators to monitor the vendors and administer the janitorial contracts. General duties include the following:

- Manage the contracts for janitorial services
- Prepare specifications for contract cleaning
- Modify specifications as occupied areas change
- Prepare and maintain performance management reports
- Conduct quality assurance inspections

Contract

The City uses an open bid process to select janitorial contractors for citywide facilities and Parks recreational centers every four years (each are on different four year terms). They are allowed a pricing adjustment each year based on the consumer price index (CPI), and the vendors must obtain pre-approval for any pricing variations, prior to the beginning of the year. The City’s Purchasing Division manages the vendor selection process. A selection team consisting of city employees from various departments is assembled and used to evaluate the bids. The team then selects a vendor based on a pre-established scoring model. Based on review of recent janitorial vendor selection documentation, it is evident that the lowest bidder has been selected.

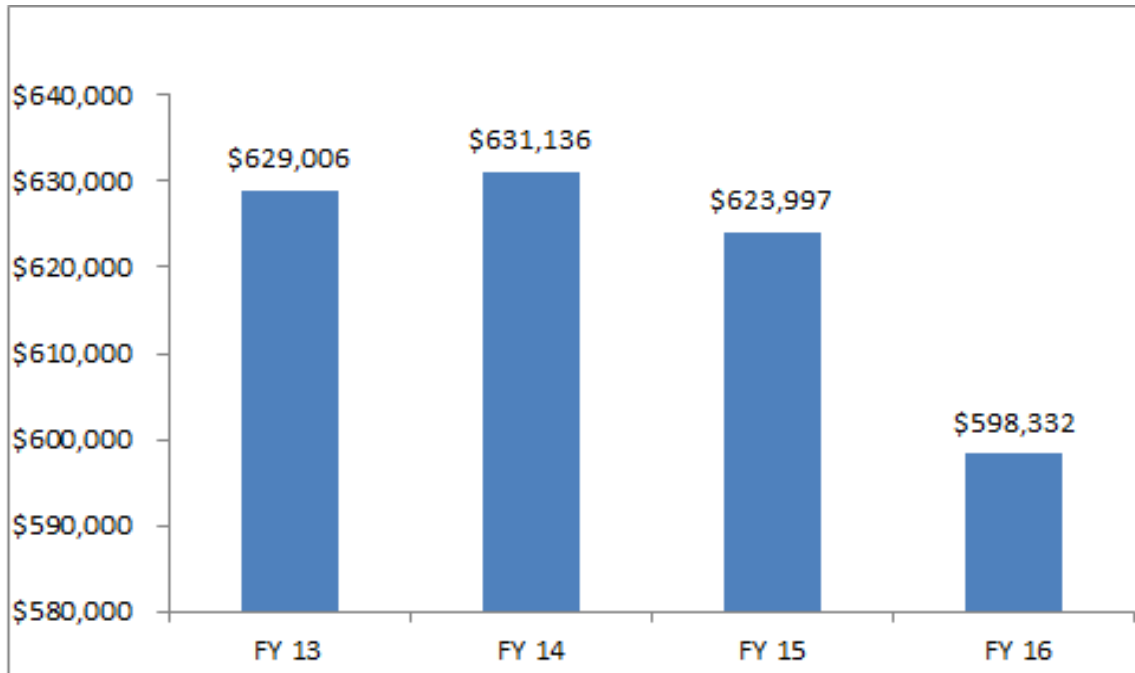
The request for proposal document (RFP) lists general cleaning requirements, as well as specific cleaning requirements unique to individual facilities. The net cleaning area (square footage) for each facility is listed in the RFP document. Bidders are to itemize cleaning costs for a specific duration, such as per week, for each of the individual facilities in their submittals.

The table below includes some basic information about City facilities requiring janitorial services. The costs shown do not reflect any CPI adjustments, which can range from 1% to 4%, and represent the vendors selected from the bid process (OBS and Members). The costs shown are reflective of the most recent bid for janitorial services and have been converted to an annual cost, based on estimates submitted by the vendors.

	# of Buildings	Square Footage	Bid cost to clean/YR	Per sq. ft. Cost/YR
Citywide Facilities	31	537,203	\$456,689	\$0.85
Parks Recreational	11	97,508	\$134,608	\$1.38
Total	42	634,711	\$591,297	\$0.94

Bidding for non-routine cleaning, such as carpet cleaning, waxing floors, stripping floors and window cleaning, requires the bidder to provide an individual pricing estimate. These items are then billed as a separate invoice line item.

Listed below are actual costs incurred by the City for facility cleaning. They include bid costs, plus non-routine cleaning performed in various Parks and Citywide facilities. The costs below include both vendors combined.



Auditor Comment

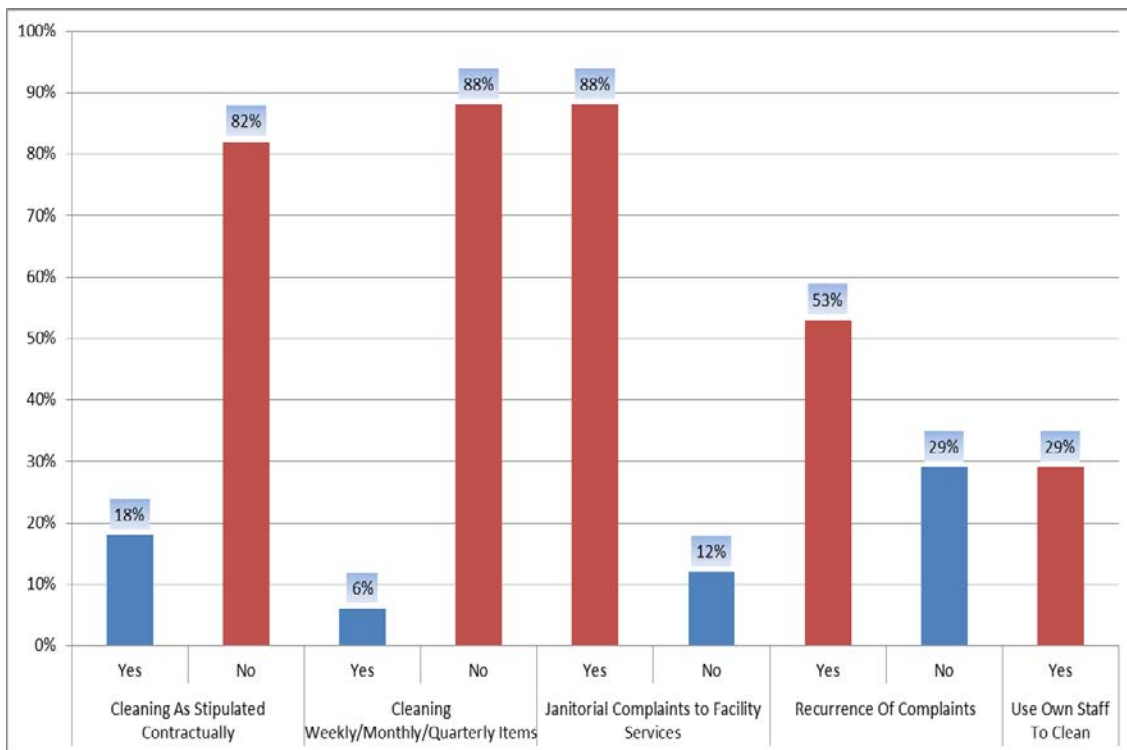
It is important to note that there has been recent turnover in Public Works management. This includes the Director who assumed the new post in August 2016; Assistant Director over Facilities Services who assumed the new post in February 2016; and the Facilities Services Manager who assumed the new position in April 2016.

Detailed Audit Findings

City Facilities are Not Being Cleaned as Stipulated in the Contract

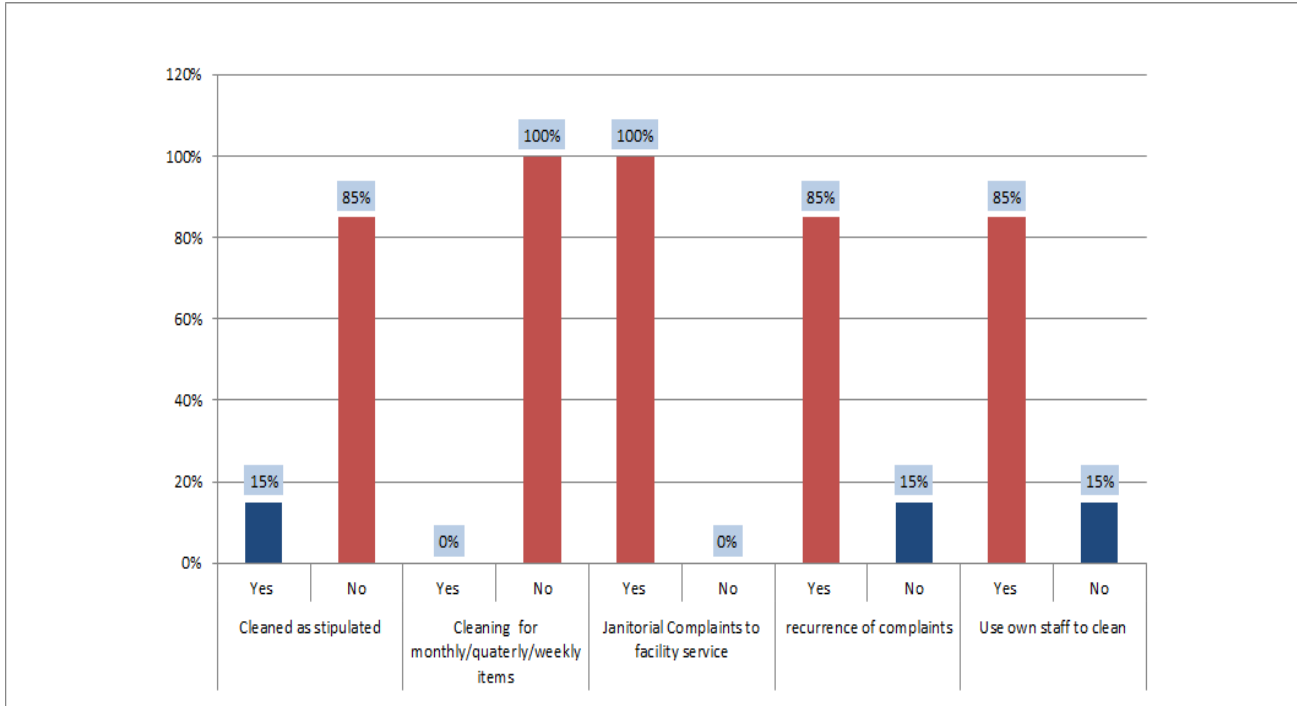
The City Auditor’s Office conducted a staff survey to determine satisfaction, and/or identify issues, with janitorial services provided to the City. Survey recipients, from various departments in the City, were selected to equitably represent the staff working in buildings cleaned by the janitorial services vendors. Seventeen (17) surveys were sent to citywide departmental staff, and seven (7) surveys were sent to Parks recreational center managers. Citywide departments or offices included in the survey were the City Manager’s Office, Fire Dispatch Services, Handitran, Water Department, Police Department (including divisional offices), Finance Department, Library (two branches), Community Development and Planning and the Housing Authority. Parks recreational facilities included Elzie Odom, Cliff Nelson, Hugh Smith, Tennis Center, Bob Duncan, Meadowbrook and Dottie Lynn. The responses to our surveys included some unfavorable results, and a few recipients submitted photo evidence of unclean facilities. Specific survey results are shown below.

Citywide Department Staff



For some questions, the answers were blank, resulting in less than 100% response.

Parks Recreation Center Staff



The janitorial contracts require daily cleaning, such as vacuuming, dusting, sweeping and mopping floors; and the bathrooms are to be cleaned and stocked with supplies. The janitorial contracts also include non-frequent cleaning, such as windows, blinds, walls, carpet cleaning and exterior cleaning that should be done either weekly, monthly or quarterly.

Survey respondents specifically cited dirty floors, dead pests, lack of supplies in bathrooms, dust in work areas, and furniture and bathroom cleanliness, as frequent janitorial contract non-compliance. Auditors also observed unclean spaces, upon observation of facilities.

Quality assurance inspections, conducted by the City’s own contract administrators, indicate recurrence of common issues, such as poor vacuuming, dusting and stocking of supplies in bathrooms, in subsequent inspections. When complaints were received, it appeared the vendors would rectify the issue temporarily, but poor performance continued unabated.

The City Auditor’s Office noted the following factors that appear to be contributing to non-compliance with contract requirements.

- Poor contract management
- Vendor staffing inconsistencies
- Poor vendor oversight

The inadequate upkeep of City facilities contributes to deterioration, primarily interiors, potentially increasing the long-term maintenance costs of buildings, such as premature renovations and

replacement of flooring and furniture. It also contributes to poor sanitary conditions in buildings commonly used by the public. This was noted to be primarily floors and bathrooms.

According to survey results, 85% of Parks employees surveyed stated they perform cleaning tasks as a result of poor janitorial services. For the citywide employees surveyed, 29% noted the same. A potential effect is decreased employee productivity and customer service; as well as potential increased labor costs to the city, in addition to vendors' costs for cleaning.

Recommendation:

- 1. The City Auditor's Office recommends that the Directors of Public Works and Transportation and Parks and Recreation departments establish a more effective process that will ensure contract administrators and facility managers are held accountable for enforcing janitorial contract terms as stipulated, and that vendors are also held accountable for poor performance.***

Vendor is in Violation of Contract due to Subcontracting

The Parks recreation center janitorial contract, awarded to Members Building Maintenance, has been subcontracted to Action Cleaning Services, based in Arlington. The most recent contract with Members began in June 2013. Members subcontracted to Action soon thereafter. It was noted the City is billed for janitorial services by Members; however, employment documents (specifically I-9 forms) show Action Cleaning Services as the employer of staff cleaning Park facilities. Internal Audit's interview with Members management confirmed the subcontracting agreement.

Bid contract 13-0112, contract clause E18, item number 14 on contract page 44, prohibits subcontracting by the vendor initially contracting with the City of Arlington to provide janitorial services. The vendor, Members Building Maintenance, has defaulted on the existing janitorial contract.

The City Auditor's Office also noted the staff members, assigned to clean Parks facilities, do not have City issued contractor identification, which is required by the contract (clause E6).

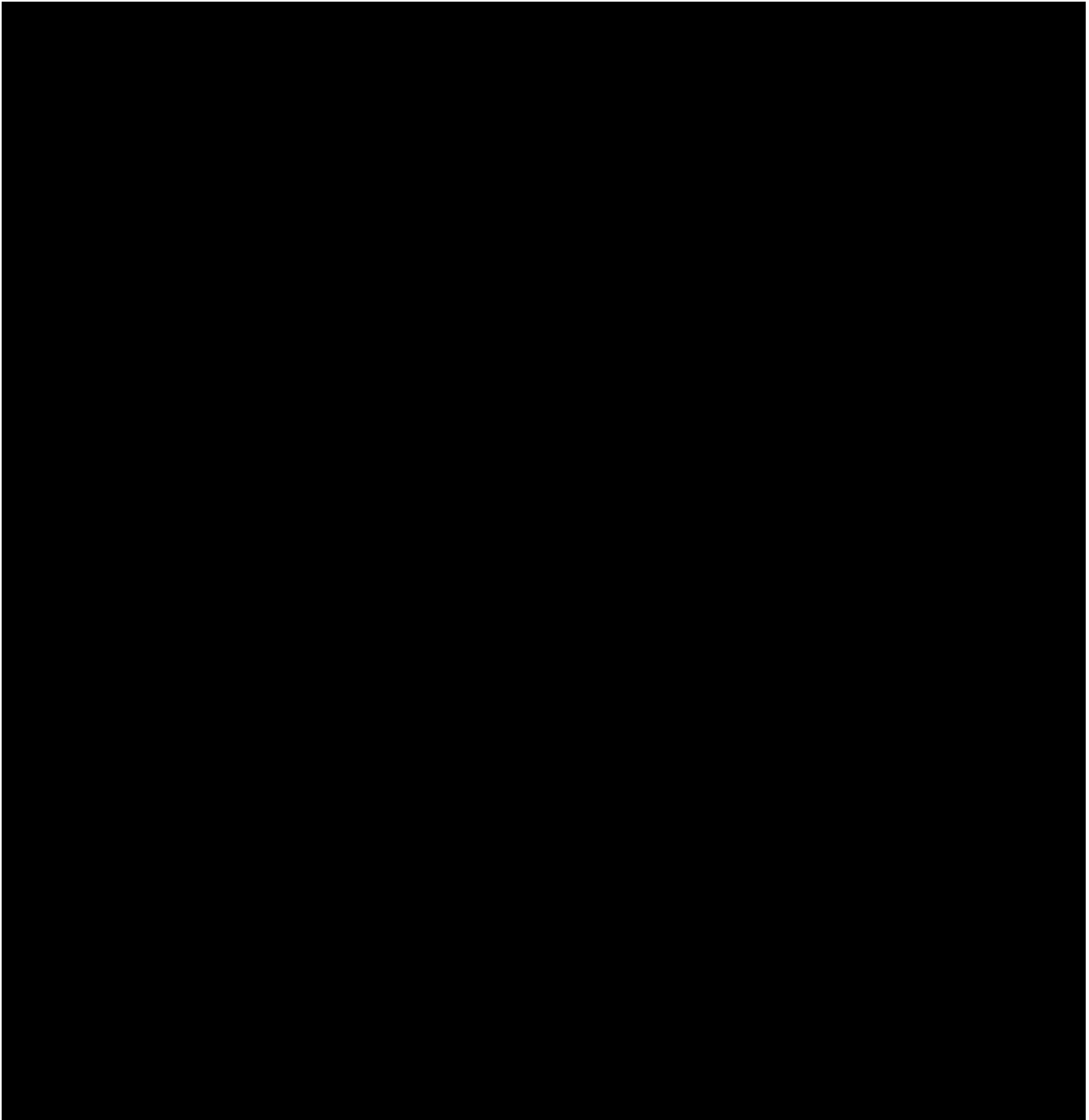
The contract administrator has not initiated action to obtain City issued contractor identification for Parks janitorial staff. The City contractor identification process requires listing of employer and association with the vendor. If the process had been completed as required, the Parks department may have discovered that janitorial services had been subcontracted to another vendor. The owner of Action Cleaning Services stated that Arlington Police had questioned the staff in the past, during what appeared to be a false alarm set off by the cleaning crew. The staff had produced other identification to Police, in lieu of a City issued contractor badge.

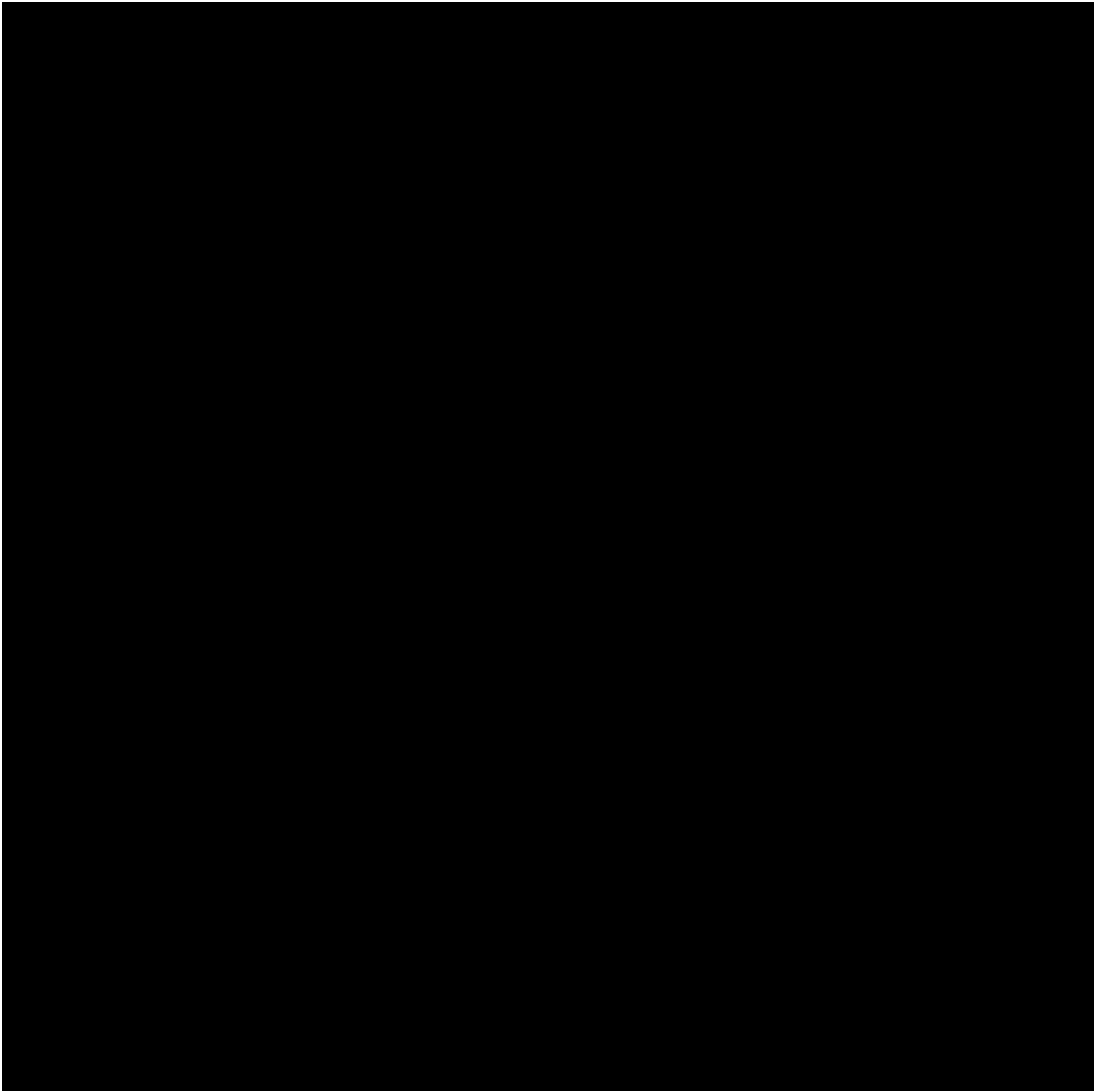
In addition to contract breach, subcontracting creates a poor control environment related to entry into City owned facilities after hours. Recreational center assets could also be at risk, since the contract administrator is unaware of the actual identity of individuals entering the City facilities.

Recommendation:

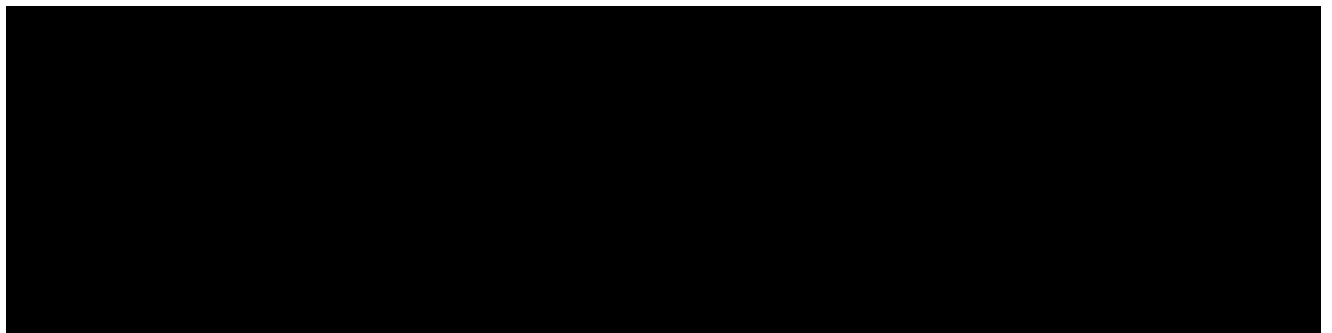
- 2. The City Auditor's Office recommends that the Director of Parks and Recreation seek assistance from the Finance Department's Purchasing Division and the City Attorney's Office to remediate the contract breach of subcontracting and the lack of City issued contractor identification, associated with the recreation center janitorial contract.*

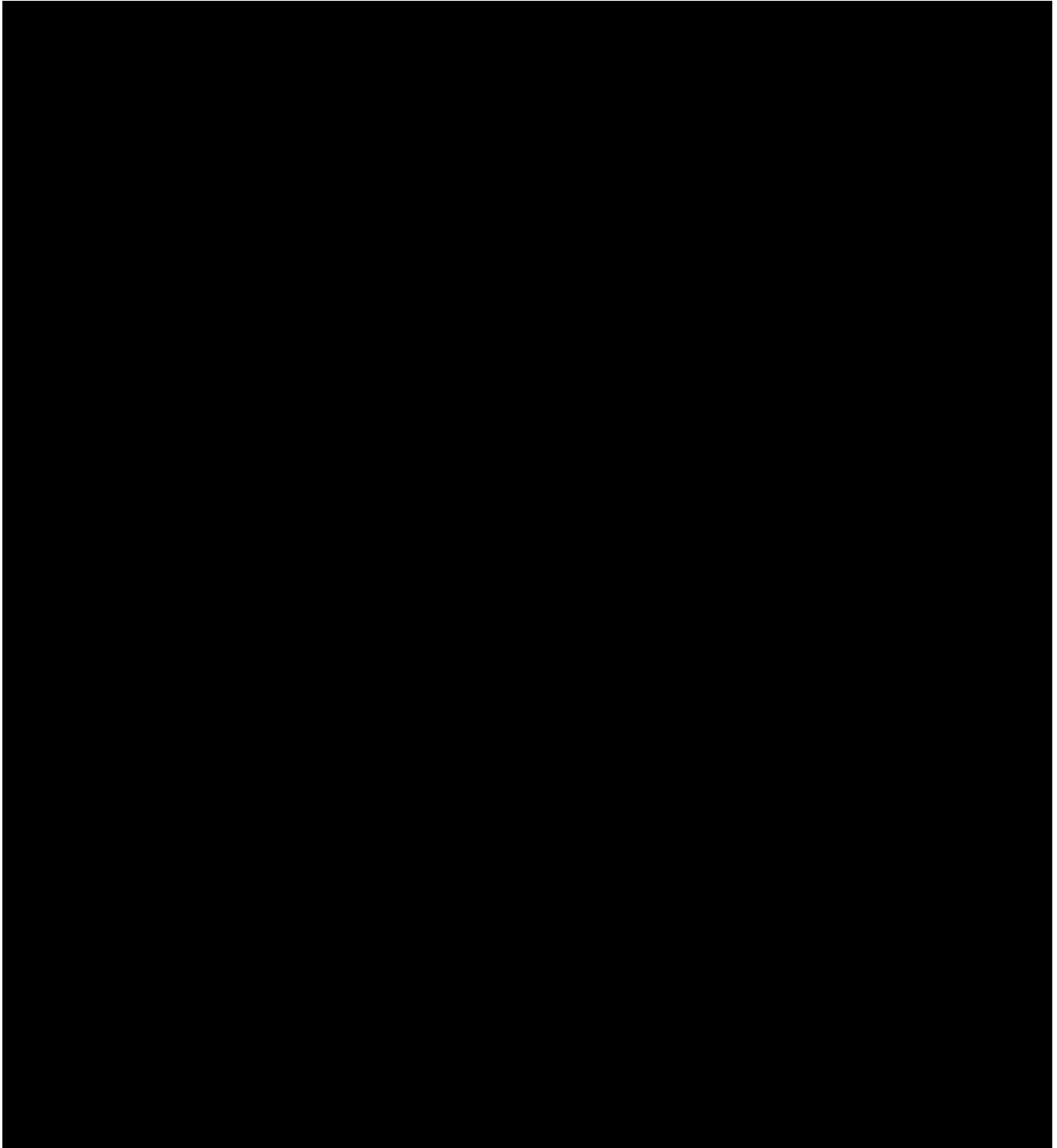
The Process of Issuing Vendor Identification Cards Lacks Key Controls





Employment Documentation for Vendor Staff is Inconsistent





Billing for janitorial services by Oriental Business Services (OBS) includes errors and inconsistencies

Invoices from OBS for fiscal years 2014, 2015 and 2016 were reviewed by the City Auditor's Office. They show the following billing errors and inconsistencies.

The City was billed \$3,559 for the Central Library for the months of January, February and March 2015. The library was being prepared for demolition. It was closed to the public in December 2014. Twenty percent (20%) of the building required cleaning for January and February 2015, since it was occupied by Library administration. However, the City was billed for the full cleaning costs for these two months. Although the demolition began in March 2015, the City was billed for the full month of March.

The library moved to a smaller location (Central Library Express) beginning in January 2015. The vendor did not bill the City for cleaning services at this location until April 2015.

The vendor began billing the City \$2,222 for the Central Library Express location beginning in April 2015 through June 2016, as authorized by the contract administrator. This location was previously used by the Water Department and the monthly cost was \$754 a month per the janitorial contract in effect. The new space is 20% of the net occupied space of the demolished central library. When the contract renewed in June 2016, OBS bid \$1,160 to clean the express location, which appears to be consistent with per square footage cleaning costs. The amount (\$2,222) authorized by the City's contract administrator and billed for April 2105 through June 2016 is not consistent with per square foot average charged for the old library. It appears that \$1,062 has been overcharged per month, for the 14 month period.

The Council Chambers was demolished on July 5, 2016. The janitorial billing for City Hall in July and August 2016, however, did not reflect a reduction for the 7,345 square feet that was demolished. The demolished space is approximately 8% of the net occupied square footage in the building. The amount of \$6,552 a month is charged to clean City hall per current janitorial contract. As such, the City was overcharged approximately \$1,048 for these two months.

No exceptions were noted in the review of the Parks janitorial billing.

Contract administrators for both the Parks and Public Works contracts are required to verify billing accuracy, prior to payment authorization. The contract administrators report to a Facility Services Manager in both Parks and Public Works. The payment authorization is made by the Facility Services Manager in each department, based on the recommendations of the contract administrator. Contract administrators must present any variations to contracted pricing to the City's Purchasing Division, as a contract amendment.

The City Auditor's Office was informed that the prior Public Works Facility Services Manager had instructed the contract administrator to continue paying the full amount of the billing (\$3,559) for the library building following demolition (January, February and March 2015), as means to compensate for cleaning of the new express location. However, a reasonable explanation to justify the amount of the \$2,222 charge (beginning in April 2015) for the new Central Library Express location was not

provided. It appears that the overcharge for City Hall after the demolition of the Council Chambers was not discovered by the contract administrator or the new Facility Services Manager, until notified by the City Auditor’s Office.

The City Auditor’s Office calculated the billing exposures, as shown below.

Demolished Central Library Overcharge (80% overcharge) - 3 months	\$9,253
Central Library Express location not billed and owed to vendor – 3 months at reasonable estimate (\$1,160/mo.)	(\$3,480)
Central Library Express billed (\$2,222) vs. reasonable estimate (\$1,160) – 14 months overcharge	\$14,868
City Hall Council Chambers demolition overcharge – 2 months	\$1,048
Net Total Amount of Overcharges (approximate)	\$21,689

It is important to note that the overcharge for the Central Library Express for the noted 14 month period may not be collectible, since it was erroneously estimated and authorized by the contract administrator.

Recommendations:

- 9. The City Auditor’s Office recommends that the Director of Public Works require the Facility Services Manager to determine billing overcharges and inconsistencies with assistance from the appropriate Finance Department personnel.**
- 10. The City Auditor’s Office recommends that the Director of Public Works require the Facility Services Manager to consult with the City Attorney’s Office to determine what billing overcharges can be recovered from the vendor.**
- 11. The City Auditor’s Office recommends that the Director of Public Works ensure there is a proper methodology in place that assures contract billing accuracy; provide training with assistance from appropriate Finance Department personnel, if necessary; and hold contract management staff accountable for accurate vendor payments.**

Janitorial Contracts Lack Both Proper Administration and Adequate Oversight

A review of the janitorial contracts for Citywide facilities and Parks department recreation centers shows instances of inadequate administration and management oversight. Specific instances are listed below.

- Inadequate vendor performance and recurrence of unsatisfactory performance as shown in quality inspection documentation
- Not enforcing the deduct clauses in contracts, which charges vendors for continuous unsatisfactory performance
- Lack of rationality and reasonableness in contract pricing amendments

- Not maintaining vendor staffing information and unable to determine the staff assigned to buildings Citywide
- Inadequate management of City issued vendor staff identification badges and retrieval of identification badges upon termination of employment
- Billing errors and inconsistencies not identified prior to payment of invoices
- Lack of enforcement of general contract clauses, as well as clauses specific to individual City facilities

The Public Works and Parks departments have designated contract administrators to manage the outsourced janitorial contracts. They report to a Facility Services Manager. Contract administrators are required to manage day to day janitorial operations, perform quality assurance inspections, communicate with the vendor, ensure contract clauses are adhered to and verify the billing accuracy prior to payment.

The contract administrator for the Parks Department has other assigned duties as Parks Services Supervisor, such as managing the computerized irrigation system along with budget responsibilities. The Public Works department has a dedicated contract administrator to manage janitorial services; however, he has other duties as well, such as ordering janitorial supplies for the Parks Department and delivering janitorial supplies to the 17 Fire stations.

Factors that appear to contribute to poor contract management are listed below, as discovered throughout the audit process.

- During an interview, the contract administrator in Public Works noted that the past Facilities Services Manager's attitude towards the janitorial services vendor was that they are doing the best they can for what they are paid.
- Other duties assigned to the contract administrators may affect the ability to fully focus on contract administration responsibilities.
- The contract administrators appear to lack the needed skills and experience for managing vendors and legal contracts.
- It appears there was a lack of supervisory oversight of the Facility Services Managers. There was no evidence of senior management review, which may have identified poor performance and initiated corrective action.

It is important to note that City facilities may deteriorate as a result of poor janitorial services. Some employees in various departments are cleaning their work spaces, potentially affecting their capacity to conduct assigned duties. Employees from various departments have also cited poor sanitary conditions and lack of supplies in facilities used by the public.

Recommendations:

- 12. The City Auditor' Office recommends that the Directors of the Public Works and Parks Departments review the contract administrator job description, with assistance from the City's Human Resources Department, to ensure appropriate skills and job tasks, required to administer the janitorial contracts, are included.***

13. The City Auditor's Office recommends that the Directors of the Public Works and Parks Departments ensure that current incumbents have the training and knowledge needed to fulfill the responsibilities of the contract administrator position; establish performance goals and objectives associated with contract management; and hold employees accountable for required job performance.

Consideration of Alternative Janitorial Service Methodologies is Warranted

Alternative methods to clean Citywide facilities and Parks recreational centers should be explored, considering unsatisfactory performance of outsourced janitorial vendors, combined with inadequate contract administration observed during the course of the audit.

As reported in survey responses, photo evidence submitted by City employees, and personal observations, the City is not receiving adequate value for the resources spent on outsourced janitorial services. Recurrence of poor performance indicates the vendors may not be fully committed to providing quality services. Additionally, a staffing model consisting of high turnover may be contributing to poor performance.

The City Auditor's Office was unable to determine if the dollar amounts bid by the current vendors are adequate to clean the City facilities as stipulated contractually. Standardized cost estimates for a square foot of commercial cleaning for any given period varies based on many factors, such as the nature of the facility cleaned and geographic areas. Research conducted by the Public Works janitorial contract administrator shows an average of 9 to 14 cents per square foot, per month for cleaning over 300,000 square feet in a metro area, such as Dallas/Fort Worth. This estimate has been shown in an analysis conducted by the Cleaning and Maintenance magazine.

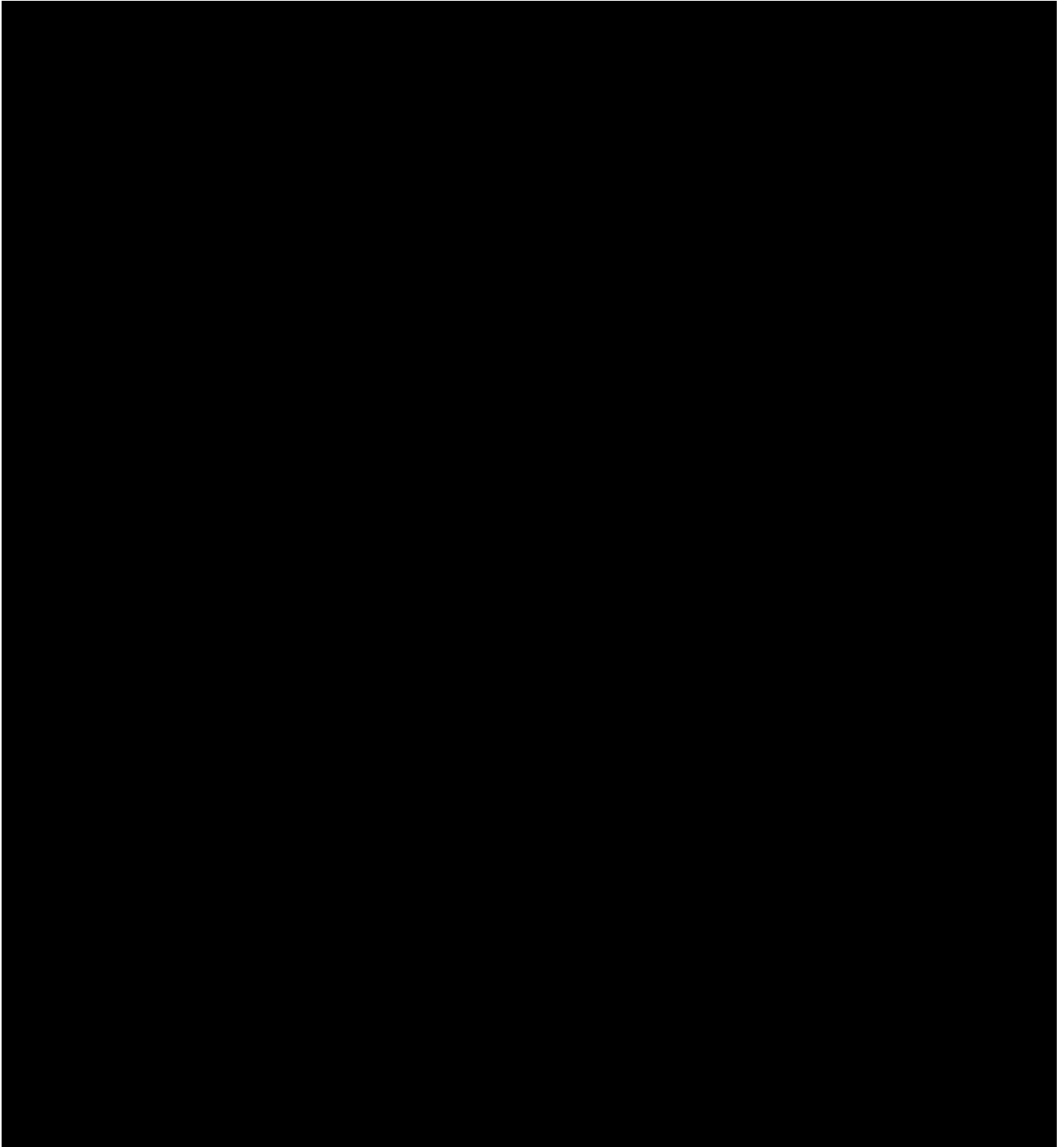
A review of amounts bid by the current janitorial vendors indicates an amount of 7 cents per square foot, per month for citywide buildings and 11 cents for Parks recreational centers. As such, the contracted price for cleaning citywide buildings falls below the expected cost range, noted above; whereas, the cost for Parks recreational centers falls within the expected range.

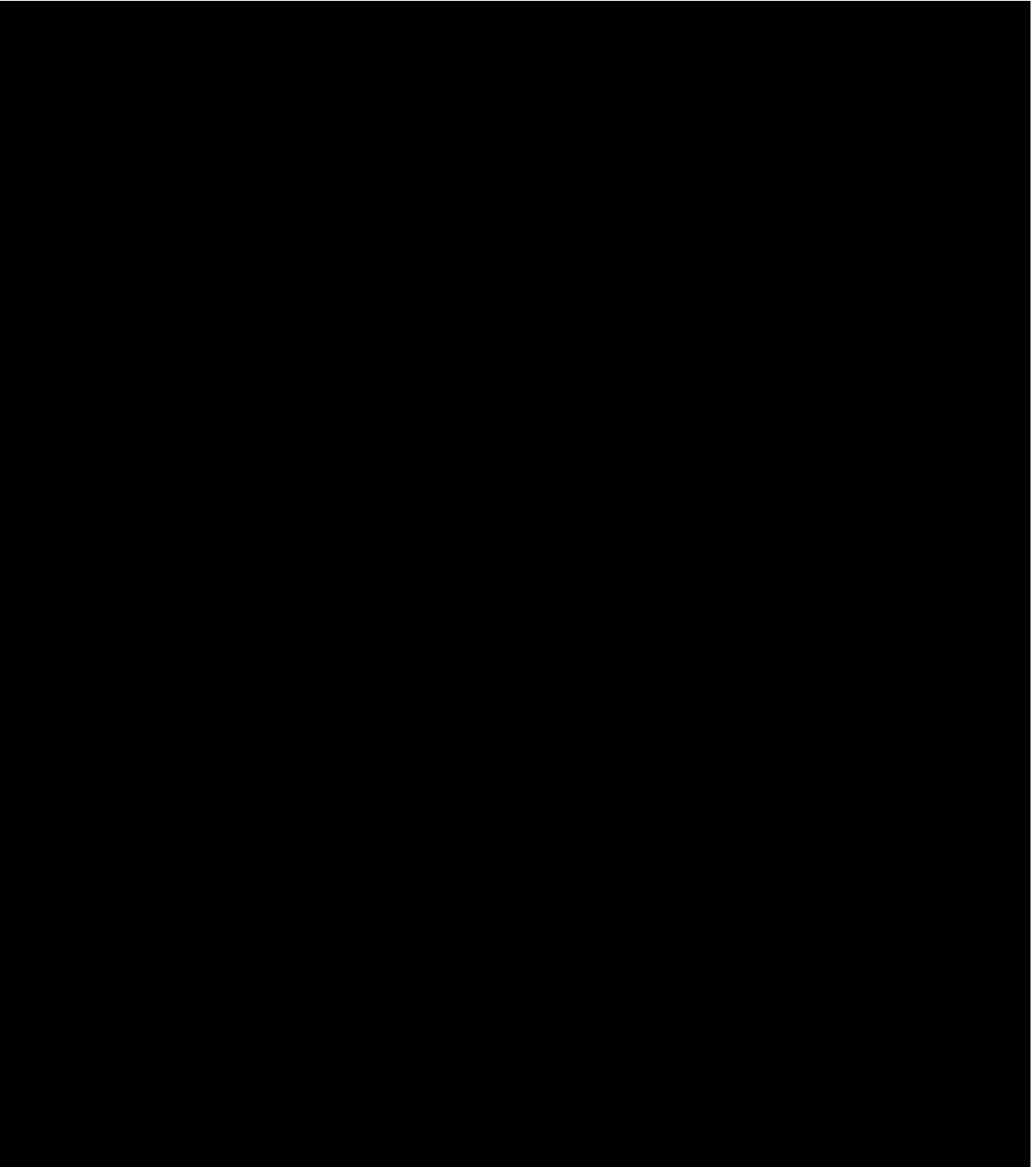
The City incurs approximately \$625,000 to \$650,000 annually in contracted janitorial services. Prior to 2002, janitorial services were performed by in house staff. A salary survey of janitors employed by local municipalities shows a median annual salary of approximately \$28,000. The cost of employee benefits for City of Arlington janitorial employees is approximately 50%. As such, the total annual cost for a City janitor would be approximately \$42,000. If, for example, \$100,000 was allocated for cleaning supplies, the City could hire approximately 13 janitors as full time employees with the dollars currently spent on contracted services. It may be possible to reclassify the current contract administrator position to a supervisory position at minimal or no additional cost. The benefits of in-house janitorial staff are listed below.

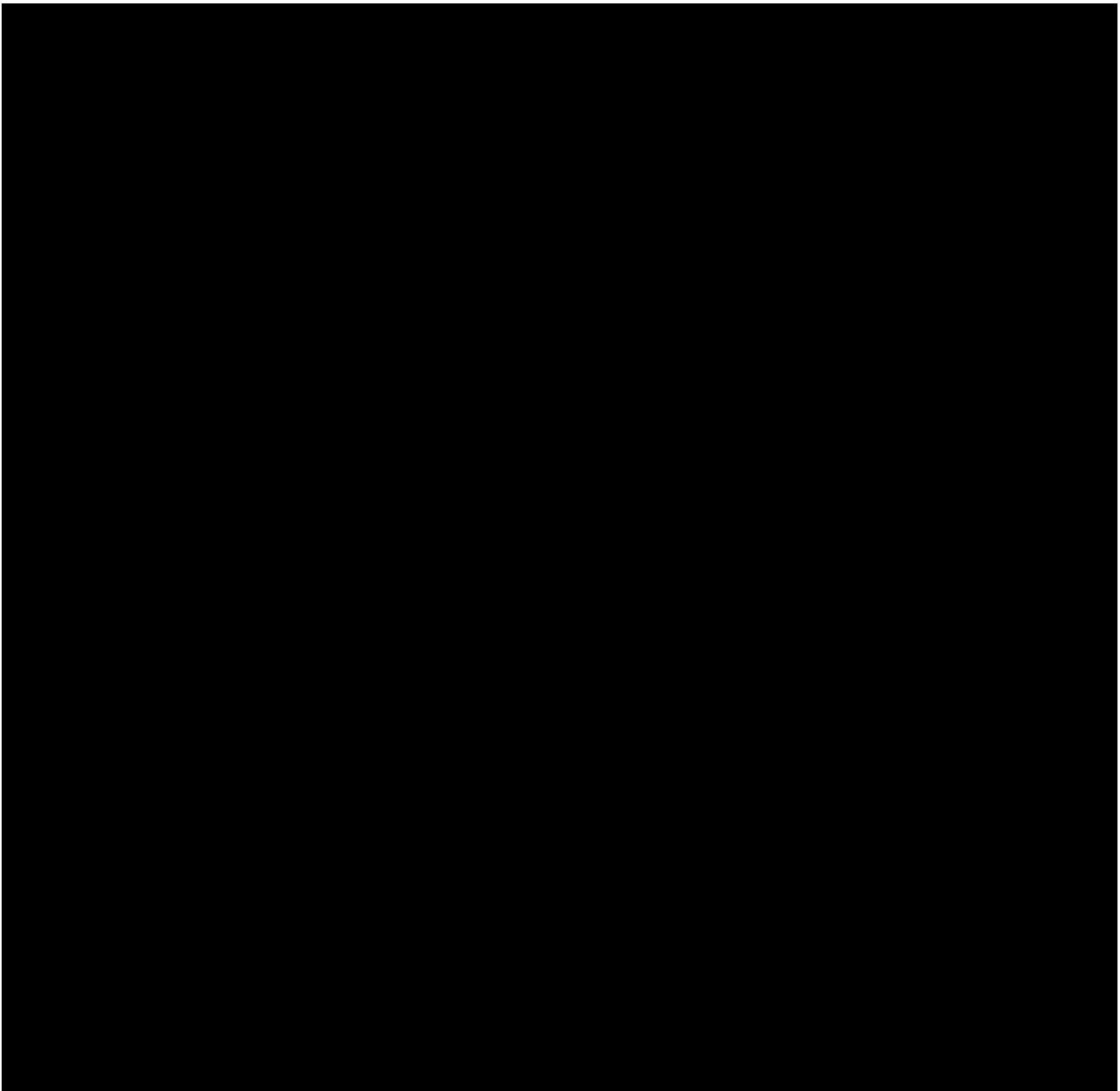
- Ability to allocate, manage and set performance standards based on City's needs
- Ability to select staff, ensure labor law compliance and manage background clearances
- Improved supervision and oversight

Recommendation:

- 14. The City Auditor's Office recommends that the Directors of Public Works and Parks examine alternative janitorial options, with a focus on better performance, safeguarding of City's assets, labor law compliance, and cost control.***



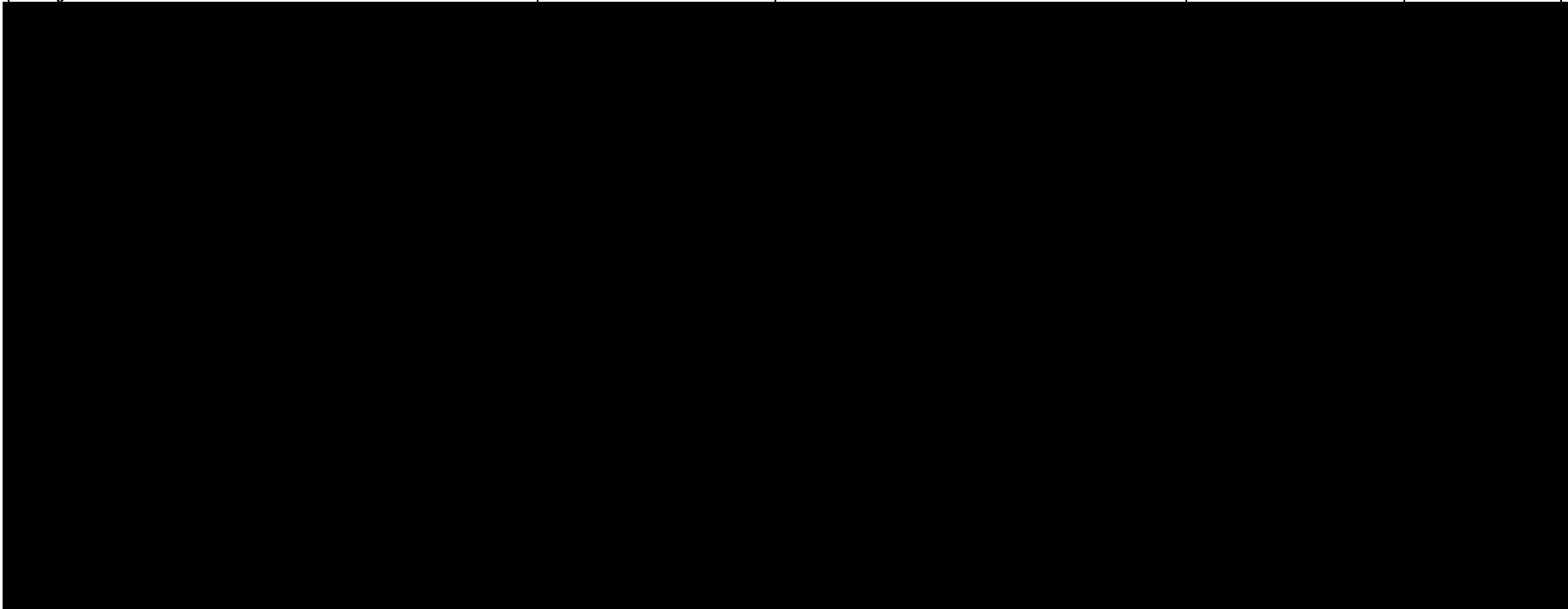


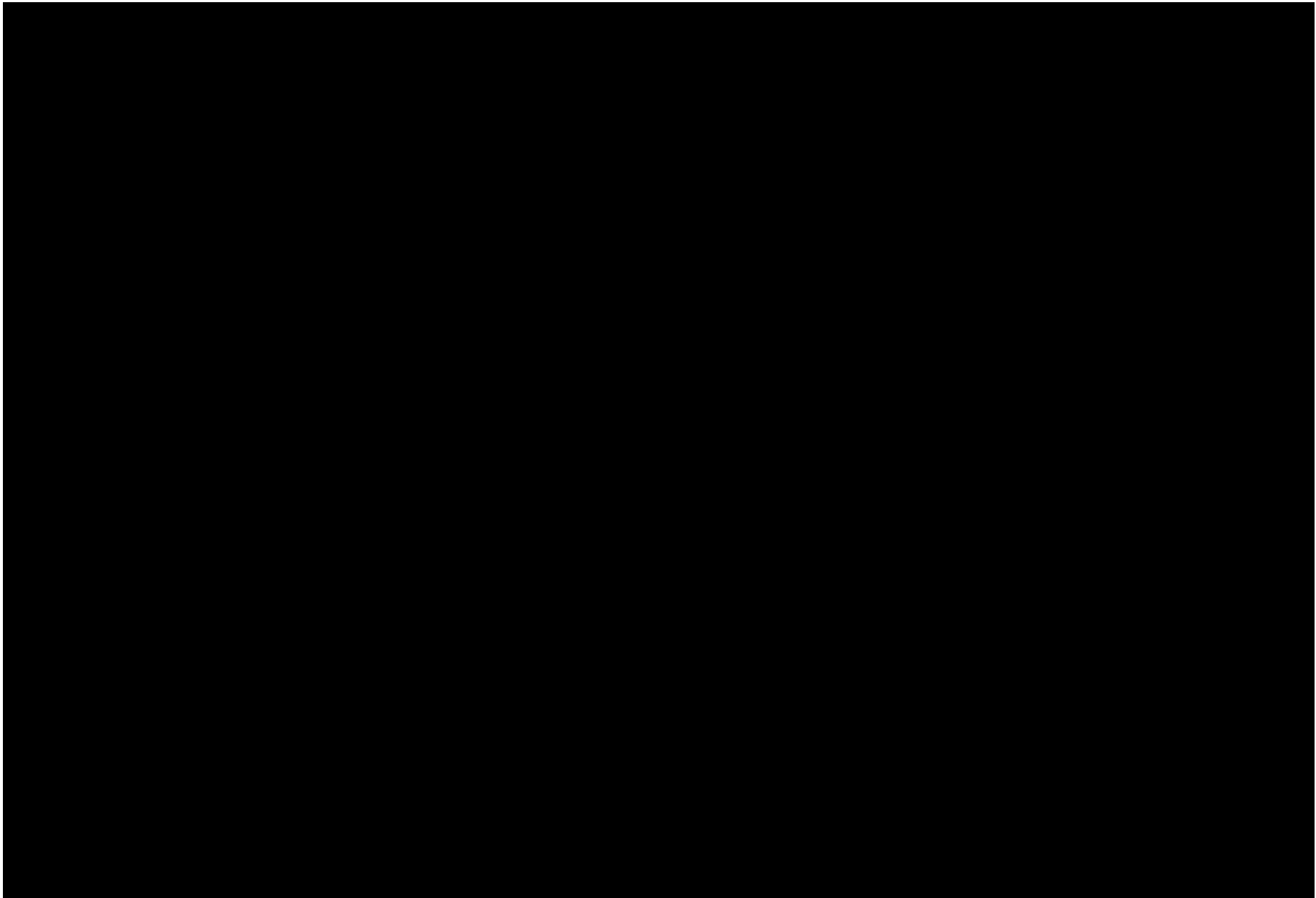


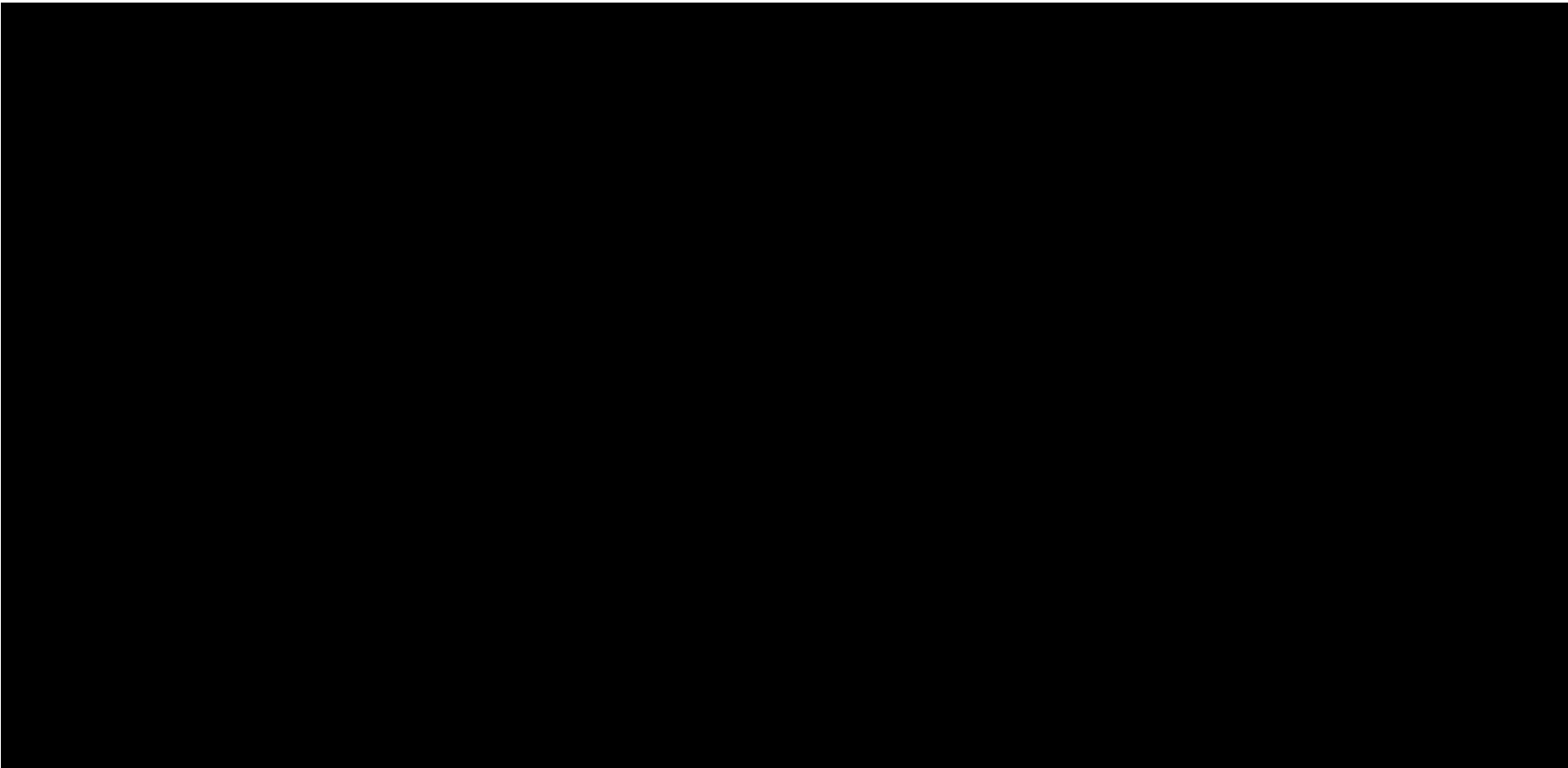
Management's response to the audit recommendations is included in the table beginning on the following page.

AUDIT RECOMMENDATION	CONCUR/DO NOT CONCUR	MANAGEMENT’S RESPONSE	RESPONSIBLE PARTY	DUE DATE
<p>1. <i>The City Auditor’s Office recommends that the Directors of Public Works and Transportation and Parks and Recreation Departments establish a more effective process that will ensure contract administrators and facility managers are held accountable for enforcing janitorial contract terms as stipulated, and that vendors are also held accountable for poor performance.</i></p>	<p>Concur</p>	<p><u>Parks Response:</u> Parks and Recreation will develop a process for the department to work in conjunction with staff and the janitorial services provider to manage the contract according to specifications.</p> <p><u>Public Works and Transportation Response:</u> PWT will review and document processes in administering the janitorial services contract to address identified areas of deficiencies regarding oversight and vendor performance. The focus will be on the position’s responsibilities related to inspection of the vendor’s work, processing of payments, and enforcement of contract terms. The review will result in creation of a Standard Operating Procedure (SOP) that will require the janitorial services contract administrator to submit weekly, monthly, and quarterly reporting of vendor performance to PWT management. Any necessary changes in responsibilities over contract administration processes will be</p>	<p>Venera Flores-Stafford, Asst. Director Parks and Recreation</p> <p>PWT Facility Services Manager</p> <p>Assistant Director – Support Services</p>	<p>March 2017</p> <p>June 1, 2017</p>

		substantially completed within 90 days of the review.		
<p>2. <i>The City Auditor’s Office recommends that the Director of Parks and Recreation seek assistance from the Finance Department’s Purchasing Division and the City Attorney’s Office to remediate the contract breach of subcontracting and the lack of City issued contractor identification, associated with the recreation center janitorial contract.</i></p>	Concur	Staff will work with the purchasing liaison to correct the contract infractions found by the auditor’s office.	Venera Flores-Stafford, Asst. Director Parks and Recreation	March 2017







<p>9. The City Auditor’s Office recommends that the Director of Public Works require the Facility Services Manager to determine billing overcharges and inconsistencies with assistance from the appropriate Finance Department personnel.</p>	<p>Concur</p>	<p>PWT will review invoices and payments for the last two complete fiscal years to identify any billing overcharges. PWT will assemble all documentation and prepare a report on its findings.</p>	<p>PWT Facility Services Manager Assistant Director – Support Services</p>	<p>April 30, 2017</p>
<p>10. The City Auditor’s Office recommends that the Director of Public Works require the Facility Services Manager to</p>	<p>Concur</p>	<p>PWT will review the janitorial services contract and consult with the City Attorney’s Office to</p>	<p>PWT Facility Services Manager</p>	<p>May 31, 2017</p>

		HR next for its review and approval. For the janitorial services contract administrator, revisions will be made to address deficiencies noted in the audit.	Support Services	
<i>13. The City Auditor’s Office recommends that the Directors of the Public Works and Parks Departments ensure that current incumbents have the training and knowledge needed to fulfill the responsibilities of the contract administrator position; establish performance goals and objectives associated with contract management; and hold employees accountable for required job performance.</i>	Concur	<p><u>Parks Response:</u> Staff will schedule contract management training with purchasing for those involved with the contract facilitation process.</p> <p><u>Public Works and Transportation Response:</u> Once the revised job description for the janitorial services contract administrator has been finalized and approved by HR, PWT will ensure accountabilities for the position are included within the new SOP for management of the contract. The Facility Services Manager will ensure the current incumbent has the knowledge, skills and training required to fulfill job duties and responsibilities.</p>	<p>Venera Flores-Stafford, Asst. Director Parks and Recreation</p> <p>PWT Facility Services Manager</p> <p>Assistant Director – Support Services</p>	<p>March 2017</p> <p>January 31, 2018 and ongoing</p>
<i>14. The City Auditor’s Office recommends that the Directors of Public Works and Parks examine alternative janitorial options, with a focus on better performance, safeguarding of City’s assets, labor law compliance, and cost control.</i>	Concur	<u>Parks Response:</u> Staff will re-bid the contract at the end of the contract cycle to better convey the City’s expectations for contract management. In addition, Parks will investigate the process to return to an in-house system for janitorial services.	Venera Flores-Stafford, Asst. Director Parks and Recreation	6/30/17

		<p><u>Public Works and Transportation Response:</u> PWT will perform a cost-benefit analysis of alternatives which will include:</p> <ul style="list-style-type: none"> • hiring in-house janitorial staff; • a combination of hiring in-house janitorial staff and contract employees; and • procuring janitorial services for the entire City, including Parks and Recreation facilities. <p>PWT will document its findings and prepare a report to present to the City Manager’s Office with recommendations</p>	<p>Facility Services Manager</p> <p>Assistant Director – Support Services</p>	<p>October 1, 2017</p>
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