



# OFFICE OF INTERNAL AUDIT

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## REPORT TO THE BOARD OF SUPERVISORS

### FACILITIES - CUSTODIAL SERVICES AUDIT FOLLOW-UP REVIEW

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April 2013

In June 2012, the Pinal County Office of Internal Audit released the Facilities Management Custodial Services audit and concluded, "...custodial services are generally conducted in an effective manner, although there may be opportunities for improved efficiency with organizational modifications."

Internal Audit has completed a follow-up review of the custodial services department and determined the department has made progress in implementing prior report recommendations.

Of the eleven (11) recommendations suggested, Custodial Services has completed eight (8) recommendations and partially completed three (3); with notable achievement in the following areas:

- ✓ The Facilities' Department is implementing internal policy, requiring daily quality assurance checks be conducted by lead custodial staff.
- ✓ Management is now tracking monthly square footage assigned per custodian.
- ✓ County Departments are now notified of the cleaning services to be provided in their buildings.
- ✓ The Maintenance Connection site provides a communication avenue between Departments and Facilities Management, allowing departments to submit service requests and quality assurance surveys.

The following matrix provides details of management's reported progress. We would like to thank the Facilities Management department, and the Custodial Services division, for their cooperation and assistance during this follow up review.

**Pinal County Internal Audit  
Facilities Management Custodial Services Audit Follow-Up  
March 2013**

Audit Recommendation	Concur Yes/ No	Management's Response and Action Plan	Target Date	Individual(s) Responsible	Internal Audit Assessment
<p><i>1. The Facilities Director should develop a formal custodial inspection process, to include subsequent discussions with employees about performance issues, and development of corrective action plans, as necessary.</i></p>	<p>Yes</p>	<p>Recent Board approval of Facilities' reorganization of the Custodial and Maintenance divisions will allow for a Custodial Day Shift and a Night Shift Lead position to conduct quality control inspections, performance recommendations and follow up reviews of staff performance. Facilities' previously did not have staffing for this.</p>	<p>07-31-2012</p>	<p>Director</p>	<p><b>COMPLETE</b> Custodial leads conduct daily quality control inspections. Inspections are documented on a form retained by management.</p>
<p><i>2. The Facilities Director should update the list of primary facility contact persons in the Maintenance Connect System, to ensure an appropriate point of contact is identified at each facility, for purposes of custodial monitoring and performance feedback.</i></p>	<p>Yes</p>	<p>Facilities' will review and update County Departments that may have changed Designated Service Requesters who are contacted monthly for performance feedback.</p>	<p>07-31-2012</p>	<p>Facilities Admin Staff</p>	<p><b>COMPLETE</b> Facilities' maintains an active list of county contacts in the Maintenance Connection system. As personnel changes occur, the list will be updated.</p>

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<p><i>3. The Facilities Director should provide each primary facility contact with a cleaning schedule and list of services to be performed; and establish procedures for providing feedback to Custodial Management.</i></p>	Yes	<p>Facilities' will develop and provide a written list of services per facility with a weekly cleaning schedule.</p>	07-31-2012	Custodial Supervisor	<p><b>COMPLETE</b></p> <p>A list of services to be preformed has been provided to the contacts active in the Maintenance Connection System.</p>
<p><i>4. The Facilities Director should assign one or more custodians to the County Courthouse during operating hours.</i></p>	Pending resources	<p>Facilities will discuss with Customer. Facilities' intentionally limits Custodial tasks in high traffic areas to reduce interruption in customer services. While there are no custodians stationed at the building during the day, there are custodians at nearby facilities that can be dispatched immediately, if needed. We have discussed providing a part-time, day-shift assignment, to areas of the building that are restricted after normal business hours. If we are able to provide staff for this, the position may also be used for daytime needs. Reallocation of resources will result in a decrease in services at another location; in addition, a factor for duplication in square foot service will need to be made.</p>	Pending resources	Facilities Director	<p><b>COMPLETE</b></p> <p>Custodial services are available to the Superior Courthouse, on an as-needed basis, during the hours of operation.</p>

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<p><i>5. The Facilities Director should determine the appropriate level of custodial service, and assign staff, for Housing Department cleaning and maintenance.</i></p>	<p>Pending resources</p>	<p>At the time of this Audit, the Housing Division had a funded position for maintaining the Housing Administration Office. Facilities did not track and was not responsible for cleaning the office areas. Recent discussions with Executive Staff have resulted in reassigning the Housing Admin Facility to Facilities' once Custodial vacancies are filled.</p>	<p>07-31-2012 Pending resources</p>	<p>Facilities Director</p>	<p><b>COMPLETE</b> The Facilities Department is now responsible for the cleaning of the Housing Department.</p>
<p><i>6. The Facilities Director should periodically verify square footage cleaned in each facility; identify changes in facility operating hours; and assign staff, as required, to ensure equitable allocation of cleaning responsibilities.</i></p>	<p>Yes</p>	<p>The Facilities Management Department adjusts this data as identified. The challenge is when departments move staff from site-to-site without notification. We will continue to make adjustments as we discover or are notified.</p>	<p>Ongoing</p>	<p>Facilities Admin Staff</p>	<p><b>COMPLETE</b> The Facilities Department is tracking the square footage assigned to custodial staff. They will continue to monitor as changes are made to department locations.</p>

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<p><i>7. The Facilities Director should assign custodial staff using a standard target of 27,000 square feet per day, and consider use of part time and/or temporary personnel to accommodate a more flexible workforce.</i></p>	<p>subjective</p>	<p>Estimates for staffing averages are subject to service levels and space usage (i.e. office, conference, lobby, public/private restrooms, common space etc). I have been unable to find clear and current reference for staffing standards. Most research indicates the need for detailed space evaluation in order to develop accurate assessments. Using educational facilities, data from National Pro Clean Corp. shows an average of 27,500 sf per custodian. Facilities' is working on exchanging full time Custodial Worker I position(s) for equal hour Part Time Positions.</p>	<p>July 2012</p>	<p>Facilities Director</p>	<p><b>COMPLETE</b>  The Facilities Department is tracking square footage per employee.</p>
<p><i>8. The County Manager, after allowing the Facilities Department to restructure its current operations, should require that Facilities conduct an analysis of other cost saving opportunities, including use of additional contracted services.</i></p>	<p>Yes</p>	<p>Staff will review operational costs for custodial services at the end of FY 12-13, and compare costs v. available data for contract custodial operations (to include reviews of areas currently served by contract custodians) and determine if contracting of any or part of custodial services would be appropriate.</p>	<p>July 2013</p>	<p>ACM- DS/Facilities Director</p>	<p><b>PARTIALLY COMPLETE</b>  The FY 14 budget process is in progress</p>

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<p><i>9. The Assistant County Managers for Development and Administrative Services should discontinue providing custodial services to the Dudleyville Community Center and require private parties to clean area after use. A fee schedule should be developed to charge for private party use.</i></p>	<p>Yes</p>	<p>Routine custodial services at the Dudleyville Community Center have been discontinued. A Fee Schedule will be prepared for consideration by the Board of Supervisors.</p>	<p>September 2012</p>	<p>ACM-DS</p>	<p><b>COMPLETE</b> Daily cleaning services at the Dudleyville Community Center have been discontinued. The site is cleaned by Facilities-Custodial on an as-needed basis. Clean up after an event is required by citizens who use the facility and a fee schedule has been approved by the Board of Supervisors.</p>

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<p><i>10. The Assistant County Manager for Administrative Services should determine if space(s) currently occupied by the State Motor Vehicle Division is needed for County purposes and reclaim the space(s), if needed. Alternatively, if it is actually surplus space, ensure lease(s) are properly executed at rates, which accurately recover operating costs, at a minimum, and ensure the lease is properly administered, to include invoicing, recording, collecting and adjusting, per lease requirements.</i></p>	<p>Yes</p>	<p>The Master Facilities Planning and Construction Committee (MFPCC), via Policy 10.5, is now reviewing leases in an effort to ensure the additional space requirement is valid and that leases are not issued when other space is available. Justification for leasing was added to the policy in the August 2011 update. Lease rates will be reviewed when leases are updated / renewed.</p>	<p><b>Ongoing</b></p>	<p>MFPCC, chaired by ACM-AS</p>	<p><b>PARTIALLY COMPLETE</b></p> <p>Policy 10.5 has been updated to require justification be provided for new lease proposals.</p> <p>The MFPCC will continue to review leases as they are updated and or renewed.</p>

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<p><i>11. The County Manager should designate a central responsible party to identify all unbilled leases and other fees Countywide, and establish proper financial controls for invoicing, recording and collecting monies due the County.</i></p>	<p>Yes</p>	<p>This will be reviewed with the County's Chief Financial Officer. Currently this responsibility falls on individual departments that lease space. The new financial system that the county is procuring will have an accounts receivable function which will make this function easier to track – whether consolidated under a central department or by individual departments. Finance is currently recruiting for an employee that will have lease oversight duties as part of their job requirements.</p>	<p>December 2012</p>	<p>CM, ACM's and CFO.</p>	<p><b>PARTIALY COMPLETE</b></p> <p>The new financial system is still in the implementation stage.</p>