



# Facilities Custodial Delivery Method Analysis and Recommendations

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November 14, 2022

# Overview

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- Purpose
- Background
- Analysis and Key Findings
- Recommendation
- Questions



# Purpose

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- Staff and contracted consultant(s) (Trula Berg and JC Cox with Carole's Commercial Cleaning Inc.) will be presenting the findings and recommendations from the requested City Council analysis of city-wide custodial delivery methods.
- Based on the findings, Staff will request City Council authorize award of a 1-year contract (with one (1) one-year renewal option) for citywide custodial services to Town and Country Development Corporation d/b/a The Key People Company.
  - The base amount of the contract shall not exceed \$1,085,661.12; plus, additional services up to an amount not to exceed \$15,000 per year (total aggregate not to exceed \$1,115,661.12).

# Background

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- In October 2021, Public Works Facilities Division conducted a competitive bidding process for the delivery of the City's custodial services for all City buildings.
  - The Town and Country Development Corporation/The Key People Company was the successful bidder.
- In December 2021, staff proposed Resolution # 2021-109 authorizing expenditure for a 3 year contract (1 year - with two, 1 year renewal options) in the amount of \$1,603,404.77; plus, additional services in an amount not to exceed \$15,000 per year with Town and Country/Key People for the delivery of custodial services from 01/01/2022 through 12/31/2024.
  - City Council passed Resolution # 2021-116 authorizing 1 year of the proposed 3 year contract in the amount of \$523,920; plus, additional services in an amount not to exceed \$15,000.



# Background

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- City Council further instructed staff to conduct an analysis in relation to the viability of providing all city-wide custodial services with City employees rather than through contracted custodial services.
  - Staff contracted with Carole's Commercial Cleaning Inc. to conduct an analysis on the viability, cost effectiveness and efficacy of providing all custodial services with City employees rather than through contracted services.
  - PW staff and Carole's Commercial Cleaning Inc. representatives will present the findings and recommendations of the City Council requested analysis in relation to providing city-wide custodial services with City employees rather than through contracted custodial services.

# Analysis and Key Findings

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## Custodial Delivery Method Analysis and Key Findings Summary

Prepared by  
Carole's Commercial Cleaning Inc.

# Analysis and Key Findings

## Professional Background and Experience

### Trula Berg

- Owner of Carole's Commercial Cleaning
- Over 20 years experience in the janitorial business, at all levels
- Over 20 years of providing service for multiple Federal and State facilities, including the USDA, VA and DOR

### James Cox III

- Owner of Hometown Financial Services, Accredited Investment Fiduciary
- Co-Owner of Nico Professional Services
- Over 20 years experience in the janitorial business, at all levels
- Over 20 years experience in financial planning

# Analysis and Key Findings

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## Methodology

- Collection of historical information from the Human Resources, Public Works and Parks, Recreation and Golf Departments.
- Comprehensive tours/inspections of all City buildings/facilities
- Interviews with various City staff and the contractor/vendor currently providing custodial services to the City
- Analysis of current regional labor market information/data and labor cost estimating for multiple delivery methods
- Internal and external customer surveys (response rate was not sufficient for statistical validity)
  - Often “no news is good news”



# Analysis and Key Findings

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## Delivery Method - All City Employees

### Advantages:

- Greatest Control over staffing and associated roles
- Highlights potential hiring within the City
- Greater sense of teamwork among staff
- Provides benefits for fulltime employees

### Disadvantages:

- More costly than other methods
- Constant hiring and training efforts
- Less adaptable to sudden staffing changes or needs
- Full-time positions require overnight/grave-yard shifts



# Analysis and Key Findings

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## Delivery Method – All Services Contracted

### Advantages:

- Lower cost than using all City employees
- Allows for greater flexibility in scheduling
- Staff shortages can be filled quickly
- Overall variety of services are expanded

### Disadvantages:

- Less control over personnel and specified training
- Necessitates constant communication with supervisors
- Lower sense of teamwork and buy in

# Analysis and Key Findings

## Current Delivery Method – Hybrid of City Staff/Contractor

Consists of 4 Full-time City employees (with benefits), each working at the two Recreation Centers 40 hours per week during operating hours and the vendor/contractor performing the remainder of the work throughout City facilities after operating hours and on weekends with 25-30 on-call staff.

### Advantages:

- Ability to hire locally
- Allows for Flexibility in scheduling
- Cost is lower than using all City employees
- Most staffing shortages can be filled quickly (contractor)
- Service level is more consistent
- Increased sense of teamwork and higher morale

### Disadvantages:

- Dependent upon effective communication
- Roles must be defined and adhered to
- If one side falters it adds strain to other

# Analysis and Key Findings

Exhibit A				Best Option				
Building	Cleanable SqFt	Cleaning Nts/Wk		2023 Est. Annual Labor Cost with Current Hybrid Delivery Method (In-House and Contractor)		2023 Est. Annual Labor Cost for All In-House Svc		2023 Est. Annual Labor Cost for All Contracted Svc.
Bison Ridge Rec Center	90000	7	a	\$273,645	j	\$383,574	s	\$274,456
Eagle Pointe Rec Center	75000	7	b	\$237,415	k	\$264,800	t	\$238,936
Civic Center	90000	5	c	\$152,082	l	\$278,168	u	\$152,082
MSC - Admin, Parks & Fleet	20000	5	d	\$37,883	m	\$107,976	v	\$37,883
Buffalo Run Golf Course	5000	7	e	\$19,523	n	\$53,988	w	\$19,523
Police Substation	1000	7	f	\$11,812	o	\$26,994	x	\$11,812
Conter Community Center	1520	1	g	\$3,244	p	\$13,497	y	\$3,244
Derby Community Center	2160	2	h	\$4,468	q	\$13,497	z	\$4,468
Extra Services- Floor care, carpet cleaning, etc.			i	\$25,801	r	\$107,976	aa	\$25,801
Total Labor Cost for Each Scenario:				\$765,873		\$1,250,470		\$768,205



# Analysis and Key Findings

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## Professional Opinion and Recommendation

- The current hybrid model of City staff/contractor is clearly working, and efficiency and reactivity are ideal
- Service levels are consistent, and quality is maintained
- Staffing needs are being managed well
- Monetary and time costs are significantly less than utilizing all City employees

# Analysis and Key Findings

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## Additional Advice and Observations

- Install Command Center dispensing systems in all facilities
- Provide adequate shelving and storage in all janitorial closets



# Recommendation

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- Staff will request City Council authorize award of a 1-year contract (with one, 1-year renewal option) for citywide custodial services to Town and Country Development Corporation d/b/a The Key People Company.
  - The base amount of the contract shall not exceed \$1,085,661.12; plus, additional services up to an amount not to exceed \$15,000 per year (total aggregate not to exceed \$1,115,661.12).





# Questions?

