CITY AUDITOR'S OFFICE

Facilities Management Contract Administration

January 13, 2020 AUDIT REPORT NO. 2005

CITY COUNCIL
Mayor W.J. "Jim" Lane
Suzanne Klapp
Virginia Korte
Vice Mayor Kathy Littlefield
Linda Milhaven
Guy Phillips
Solange Whitehead

January 13, 2020

Honorable Mayor and Members of the City Council:

Enclosed is the audit report for *Facilities Management Contract Administration*, which was included on the Council-approved FY 2019/20 Audit Plan. This audit was conducted to evaluate Facilities Management's controls over contract administration, including cost-effectiveness and compliance.

We found that Facilities Management had not ensured that payments matched the contracted prices, overpaying one tested contractor by about $164,000 from July 2017 through November 2019. Also, contractor performance was not effectively monitored and performance problems effectively addressed. As well, contract administration documents were not consistently retained in the contract file, and contract and project files regularly reviewed for completeness and accuracy.

If you need additional information or have any questions, please contact me at (480) 312-7867.

Sincerely,

Sharron Walker

Sharron E. Walker, CPA, CFE, CLEA
City Auditor

Audit Team:

Paul Christiansen, CPA, CIA – Senior Auditor

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AUDIT HIGHLIGHTS

Facilities Management Contract Administration

January 13, 2020 Audit Report No. 2005

WHY WE DID THIS AUDIT

An audit of Facilities Management Contract Administration was included on the City Council-approved fiscal year (FY) 2019/20 Audit Plan. The audit objective was to evaluate Facilities Management's controls over contract administration, including cost-effectiveness and compliance.

BACKGROUND

The Facilities Management department, within the Public Works Division, provides on-demand and preventive maintenance services and scheduled life-cycle equipment replacements for the City's facilities and building-related equipment.

Through its Contract Administration section, Facilities Management uses contractors to provide certain services, including custodial and specialized services. Of a budget of approximately $20 million, $3.3 million is allocated to these services.

A Service Area Manager leads 4 Contract Coordinators, who serve as the point of contact for the contractors, working with the various City departments to schedule routine services and coordinate special requests.

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WHAT WE FOUND

Facilities Management overpaid a contractor $164,600 and does not retain quotes to ensure that other billings match contract terms.

Facilities Management has provided limited guidance and training for its contract administrators. Specifically, we found:

- Facilities Management overpaid at least $164,600 to a custodial contractor.
- Staff did not retain documentation that detailed the additional services and specified pricing for the work to be performed.

Contractor performance is not effectively monitored and performance problems addressed.

Facilities Management did not effectively monitor and ensure the contractor's performance quality despite longstanding compliance issues, and contract service changes are sometimes not documented.

Facilities Management staff do not maintain necessary documentation, and management does not regularly verify that contract files are complete.

A City Administrative Regulation requires specific documentation to be maintained. However, we found:

- Staff do not maintain documents necessary for effective contract management in their contract files.
- Management does not regularly verify that individual project files are complete and accurate.

WHAT WE RECOMMEND

We recommend the Facilities Management department management develop written policies and procedures and train staff to:

- Ensure the billed amounts agree to contract pricing. Also, recover the overpayments.
- Document contract requirements, monitor contractor performance, and consistently and effectively address performance concerns.
- Retain necessary documentation in the contract file.

MANAGEMENT RESPONSE

The department agreed with the audit recommendations and responded with plans to implement them during calendar 2020.

BACKGROUND

The Facilities Management department, within the Public Works Division, provides on-demand and preventive maintenance services and scheduled life-cycle equipment replacements for the City's facilities and building-related equipment. These facilities include office buildings, museums, performance venues, libraries, and recreation, aquatic and tennis centers.

Through its Contract Administration section, Facilities Management uses contractors to provide certain services, including custodial and specialized services. Most other services are provided through the Building Maintenance section, which primarily uses in-house staff to provide preventative and as-needed concrete, electrical, carpentry, painting, metal work, HVAC, plumbing, and locksmith services. We previously audited Maintenance and Repair Operations in Audit No. 1608, *Preventative Maintenance and Repairs*, and this area is not included in the scope of our current audit. Facilities Management also manages payments for all General Fund utilities and the Transportation Fund utilities used to maintain the medians and rights of way and provides space planning services as needed.

As shown in Table 1, the department has a total budget of close to $20 million. Of this, about $3.3 million is allocated to services provided through Contract Administration.

Table 1. Facilities Management Department Costs

	FY 2016/17	FY 2017/18	FY 2018/19
Facilities Management Planning and Admin	$533,000	$542,000	$625,000
Building Maintenance	$8,067,000	$7,112,000	$7,376,000
Contract Administration	$2,601,000	$2,967,000	$3,296,000
Space Planning	$295,000	$301,000	$302,000
Utilities	$7,498,000	$7,690,000	$7,756,000
Capital Projects	$799,000	$848,000	$1,008,000
Operating and Capital Costs	**$19,793,000**	**$19,460,000**	**$20,363,000**

Note: Amounts are rounded to thousands.

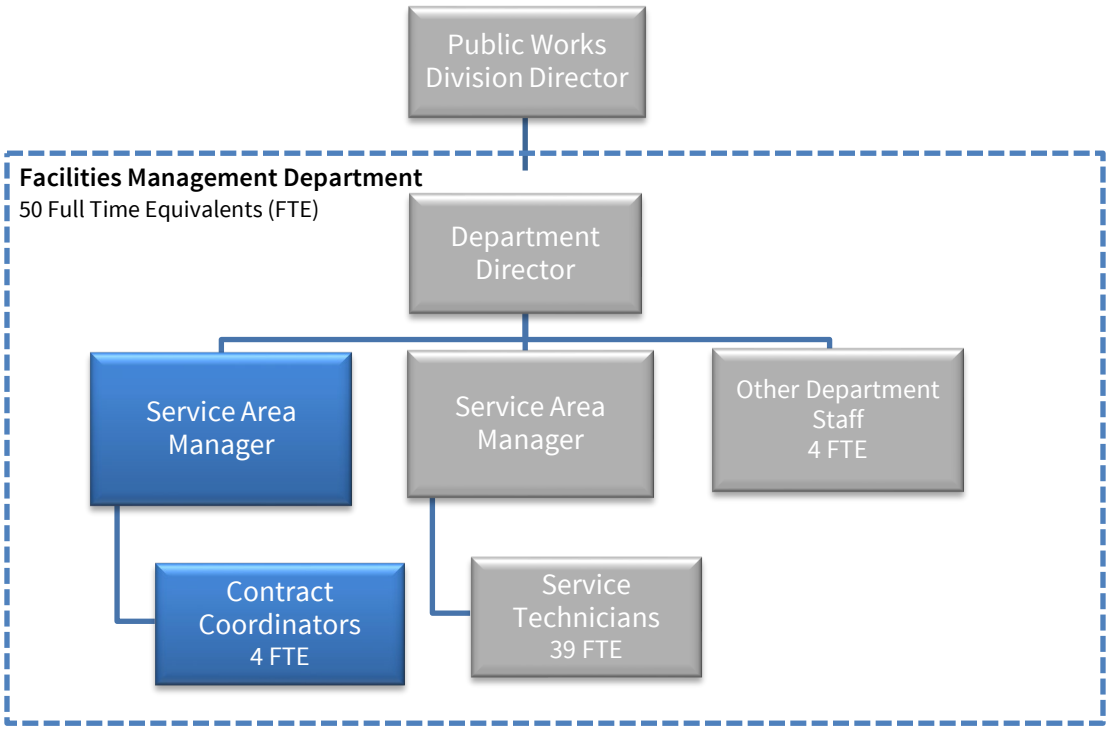
SOURCE: Auditor analysis of SmartStream financial reports.

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Organizational Structure and Staffing

The Facilities Management Director oversees two primary service functions, service technicians and contracted services. As shown in Figure 1, a Service Area Manager and 4 Contract Coordinators are responsible for contract administration.

Figure 1. Facilities Management Department Organization Chart



SOURCE: Auditor analysis of department organizational structure.

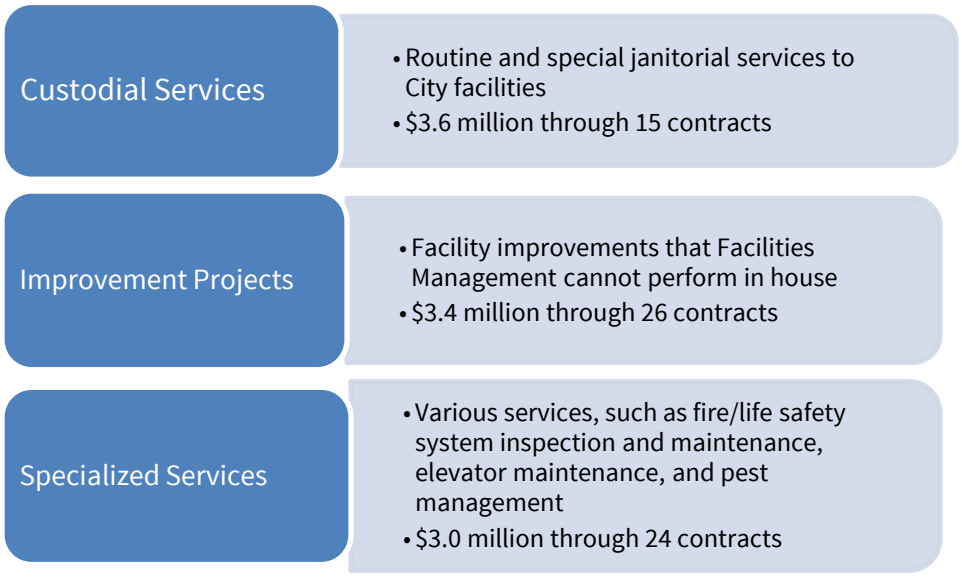
Other Department Staff shown in the organization chart includes a Technology Supervisor, a Technology Specialist, a Management Analyst and a Citizen Services Representative. These positions report to the Director, Service Area Managers or Technology Supervisor but support the entire department.

Contracted Services

As shown in Figure 2 on page 5, the Contract Administration unit manages contractors providing several different types of services.

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Figure 2. Facilities Management Contracted Service Types, July 2017 through September 2019



SOURCE: Auditor analysis of SmartStream financial reports and the City's Budget Books.

Facilities Management Contract Administration

A Facilities Management Contract Coordinator serves as the point of contact for the contractors, working with the various City departments to schedule routine services and coordinate special requests. For special-request services, the assigned Contract Coordinator works with the requesting City department to determine the scope of work and desired work schedule. The Contract Coordinator works with the technical staff to ensure the project meets all required building codes, then prices the desired work with the available job order contractors. Once approved, the Contract Coordinator submits the scope of work and quote to request the Purchasing department to issue a purchase order so that work can begin. The Contract Coordinator also monitors and resolves any problems with the quality of services performed and reviews and approves the contractor's requests for payment.

The City's Administrative Regulation 215, *Contract Administration*, requires that a contract administrator keep "a record in the contract file of all correspondence, conversations, and other data pertinent to the contract" and specifically requires a contract administrator to retain the following documents:

- The signed contract, contract extensions, and change orders
- Any contract service arrangements and modifications
- All documents pertaining to requests for payment
- Insurance and bond certificates
- Documentation of all discussions or instructions related to performance issues

OBJECTIVES, SCOPE, AND METHODOLOGY

An audit of *Facilities Management Contract Administration* was included on the City Council-approved fiscal year (FY) 2019/20 Audit Plan. The audit objective was to evaluate Facilities Management's controls over contract administration, including cost-effectiveness and compliance.

The audit scope was limited to the Facilities Management department's contract administration activities; it did not include other Facilities Management activities, such as maintenance and repair operations or capital projects.

To gain an understanding of facilities contract administration activities, we reviewed prior City Auditor reports, including *Custodial Services Contract Administration*, Audit No. 1006, and *Preventative Maintenance and Repair*, Audit No. 1608, as well as similar audit reports recently completed by other auditors. In addition, we reviewed:

- Administrative Regulations 214, *Purchasing Requirements,* and 215, *Contract Administration*
- City Purchasing guidance, including the *Resolution of Contract Controversies* section of the Procurement Code
- Budget Book information for FY 2017/18 through FY 2019/20.

To gain an understanding of the department's management control processes, we interviewed the Facilities Management department director, the Services Area Manager, and three Contract Coordinators. To gain an understanding of the department's Archibus information system, we interviewed the Technology Supervisor and reviewed data, reports and key information technology controls.

To test contract administration documentation and effectiveness, we selected three contracts for detailed test work. We selected one custodial contract, one specialized service contract, and one job order contract based on the amount of expenditures, number of individual purchase orders, and criticality of the specialized services provided. Expenditures for the selected contracts totaled $2.8 million, or 28%, of the $10 million expended on contracted services from July 2017 through September 2019. For each of these contracts, we reviewed the contract terms and conditions and other documentation maintained in the contract files along with documentation maintained by Purchasing.

To determine if services were provided according to the contract terms, we selected two unusual work orders and 28 work orders at random to evaluate documentation of work performed.

To evaluate the internal controls over invoice and payment processing were operating and effectively, we compared selected invoices paid to the supporting contracts or work orders. We selected invoices for two significant-cost job order projects and 19 invoices at random.

To determine how Facilities Management evaluates whether to perform project-based services in-house or using a contractor, we interviewed the Services Area Manager and reviewed available documentation for the project planning and scheduling processes.

Based on these audit procedures, we found that Facilities Management has not ensured that payments match the contracted prices or that contractor performance is effectively monitored and performance problems effectively addressed. Additionally, contract administration documents should be retained in the contract file, and contract and project files be regularly reviewed for completeness and accuracy.

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. Audit work took place from September to December 2019.

FINDINGS AND ANALYSIS

1. Facilities Management overpaid a contractor $164,600 and does not retain quotes to ensure that other billings match contract terms.

Among other requirements, Administrative Regulation (AR) 215, *Contract Administration*, requires contract administrators to ensure that payments to the contractor are commensurate with the payment terms of the contract. To test this objective, we selected three Facilities Management contracts, including a custodial services contract, a fire systems contract and a roofing contract. Due to limited guidance and training for its contract administrators, Facilities Management overpaid the tested custodial contractor. Further, for this and the other two selected contracts, staff did not retain documentation that detailed the additional services and the pricing detail for the work to be performed.

A. The invoice amounts for the selected custodial services contractor did not match contract rates, resulting in the City overpaying $164,600 for the audited period of July 2017 through November 2019.

   Facilities Management staff reviewed the custodial contractor's invoices but did not verify that the billed rates matched the contract rates. This contract included a base fee for the standard daily cleaning of each applicable City facility and extra fees for periodically scheduled services, such as deep cleaning carpets. Besides these services, the contractor was to provide additional services upon request at an hourly rate specified in the contract. Finally, to respond to City department work order requests, the contract administrator could also direct emergency or one-time custodial services based on contracted hourly rates. We found overpayments occurred in each of these service types, as shown in Table 2 on page 10.

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Table 2. Summary of Overpayments to the Custodial Contractor

Service Type	Overpayment
Base Fees For all invoices from July 2017 through November 2019, the contractor billed base fees that exceeded the contract amount. This total includes $15,000 the contractor billed after their custodial services were terminated at 6 of the 38 locations.	**$123,500**
Scheduled Services The contract allows for a night-time porter to clean restrooms and elevators in the Old Town Scottsdale area from October 15 through May 15, with the schedule to be coordinated between the contractor and the Contract Administrator. The contractor billed night porter services every month, from July 2017 through November 2019, although the current Contract Administrator is not aware of any agreed-to schedule and could not locate written authorization for the services.	**$32,000**
Hourly Services The contract allows custodial services on an hourly basis. For weekly Farmer's Markets from October through May, the contractor billed about 2.5 times higher than the contract rate for the estimated hours of services provided. (Due to lacking documentation, we estimated the hours of service for other periods based on the work request for October 2019.)	**$8,600**
Work Order-Requested Services The contract also provides for periodic custodial services upon the City's request. These services are billed as separate line items on the invoice. Two work order services were billed twice - once in July 2019 and again in August 2019, both of which were paid.	**$500**
Total	**$164,600**

Note: all amounts rounded to hundreds.

SOURCE: Auditor analysis of contractor payments and supporting documentation.

These overpayments represent 8.7% of the total amount paid to the contractor from July 2017 through November 2019.

B. For the 13 contracted repair or maintenance projects tested, only 3 pricing quotes were retained. Payments for the 10 projects without available detailed quotes totaled almost $201,000. While the underlying contracts contain the available terms, the project quote represents the documentation of the agreed-upon cost and specific work to be performed for an individual project.

   Specifically, the Facilities Management contracts used for these projects provided the discounts for materials and parts, the pricing for certain repair or service work, and the labor rates for other work not detailed in the contract. To use these contracts, the Contract

Administrator requests the individual project's quote, which prices the necessary parts and labor based on the contract rates, and then authorizes the work to proceed.

One contractor's 4 invoices, which totaled about $4,500, itemized the work performed and pricing, although these could not be verified against initial quotes. The other 6 project invoices, which totaled about $196,400, did not provide the work details. The scope of work documents for these 6 project invoices were available from the Purchasing department's document management system files, and we were able to verify the pricing.

AR 215 requires appropriate training be provided to ensure the contract administrator has the adequate understanding and ability to properly manage the contract. However, 3 of the 4 current contract administrators, including the one currently responsible for custodial service contracts, have not received formal training on the City's contract administration requirements. In the past, the Purchasing Department has sponsored a Contract Administrators Academy, but this training has not been available since 2016. As well, the Facilities Management department has not compensated for the discontinued academy by providing its more recent contract administrators with similar training.

Further, an audit of Facilities Management performed in 2016 recommended developing and documenting comprehensive policies and procedures for the preventative maintenance program to establish program expectations. Department management recognizes the need for policies and procedures for the contract administrator role, but they have not yet developed any, nor have they developed standards for how and where to retain contract file documents.

Recommendations:

The Facilities Management department management should develop written policies and procedures and provide training to require contract administrators to:

A. Ensure the billed amounts agree to the contract pricing amount and billed services are authorized and documented in the contract file. Facilities Management should also work with the City Attorney's office to recover all overpayments.

B. Retain the agreed-upon scope of work and pricing quote in the contract file and verify that the work performed matches the agreed-upon scope and the billed amounts match the agreed-upon pricing.

2. Contractor performance is not effectively monitored and performance problems addressed.

According to AR 215, the contract administrator is to monitor all aspects of the contract and monitor the performance of the contractor in meeting the contract specifications, conditions, and terms. However, for one of the three tested contracts, Facilities Management did not effectively monitor and ensure the contractor's performance despite longstanding compliance issues.

A. A contractor's custodial services performance problems have not been effectively addressed.

1. The selected custodial services contractor has consistently failed to meet the contracted level of service for years.

   For the period of July 2017 through October 2019, we identified 73 work orders documenting custodial services performance concerns at 14 different facilities serviced by

this contractor. The performance issues included one-time problems, such as trash not being emptied, and repeated substandard services, such as restrooms not being cleaned properly, grime and splashes on walls, and carpets not vacuumed regularly.

A custodial services audit performed in 2010 identified similar performance problems and made recommendations to better monitor custodial services contractors' performance. In its response, Facilities Management planned to 1) develop a network of on-site building liaisons, 2) communicate custodial service specifications through these building liaisons, 3) establish a contract specifications checklist, and 4) gather both periodic and random custodial contract performance assessments. While subsequent audit follow ups determined the planned changes started, they were not formalized into policies and procedures and are no longer operational.

The current contract administrator stated that he recently began performing visual inspections at City facilities, although these inspections are not documented. He also started developing performance checklists that detail the specific contract tasks, and he plans to survey representatives of serviced buildings to measure satisfaction with the custodial services. These efforts, though still being developed, would be consistent with the AR requirements as well as the contract language that states "performance will be measured against contract specifications, through observation of Contractors Employees while performing contracted service, and by observing the facility after services are completed ..."

2. While the contract allows for financial penalties for nonperformance, these actions have not been taken.

   The contract allows the City to deduct $50 for each infraction of general nonperformance of the contract or failure to respond to service requests, and more than $50 per occurrence for repeat infractions of general nonperformance.

   The contract administrator provided four communications to the contractor to illustrate addressing performance issues and requesting meetings with the contractor. However, there is no indication that the meetings were held or the concerns resolved. These repeated issues may meet the criteria for financial penalties, but the department has not assessed any.

AR 215 requires the contract administrator to resolve contractor performance issues. Monitoring contractor performance, responding to issues, and maintaining documentation of all communications related to performance issues is critical to ensuring that contracted services are provided.

B. Contract service changes are sometimes not documented, making it more difficult for the contract administrator to monitor contract billings.

The custodial contract allows the City to add, reduce, or eliminate significant services. Other City staff may have authorized additional services or directed the contractor to adjust other services, but Facilities Management does not have any record of these agreements and the financial impact of these additional service changes.

The current contract administrator has managed this contract for less than a year but is aware of some service levels changes made by other City staff. For example, in one City building, other

staff directly informed the contractor that City staff, rather than the contractor, would be emptying recycling bins and taking recycling carts to the curb. However, based on contract language and the AR, only the contract administrator can adjust the contracted service levels. Further, the contract pricing was not adjusted for the reduction in contractor services.

As described in Finding 1A, other service changes may not have been documented or the documentation retained. Because the new contract administrator may not know the specifics of informal changes, he is unable to effectively monitor the contractor's performance or determine if the invoiced amounts are correct.

Recommendations:

The Facilities Management department management should develop policies and procedures and train its contract administrators to:

A. Document contract requirements and contractor performance measures, monitor contractor performance, and consistently and effectively address performance concerns, including use of potential financial and other penalties when appropriate.

B. Retain documentation in the contract file as required by AR 215, Contract Administration, and as needed based on the applicable contract's terms.

3. Facilities Management staff do not maintain necessary documentation and management does not regularly verify that contract files are complete.

Facilities Management contract administrators do not maintain documents necessary for effective contract management in their contract files. Further, management does not regularly verify that individual project files are complete and accurate or include documentation for project prioritization, planning, and scheduling.

Contract administration files provide a systematic repository and log of records and decisions. AR 215 specifically requires the contract administrator to maintain the following documents:

- The signed contract, contract extensions, and change orders
- Any contract service arrangements and modifications
- All documents pertaining to requests for payment
- Insurance and bond certificates
- Documentation of all discussions or instructions related to performance issues

A. For the three selected contracts that we reviewed, necessary documents were not often retained in the contract administration file.

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Specifically, for these contracts, Facilities Management staff retained the following key documents in the contract file:

Document Retained	Contract A	Contract B	Contract C
Signed contract	x	x	x
Contract solicitation	✓	✓	x
Change order	x	N/A	N/A
Contract extensions	1 of 4	1 of 3	0 of 4
Additional service arrangements or project scope of work/quote	0 of 3	6 of 8	1 of 5
Project warranties	N/A	N/A	1 of 4
Annual insurance certificates	0 of 3	0 of 3	0 of 3

While certain documents, such as the signed contract and solicitation, were available from the Purchasing department's document management system files, the contract administrator should retain them for regular reference. Developing performance measures, service checklists, and performance assessments requires a detailed understanding of the contract specifications and scope of work.

Similarly, although some of these documents were available from the Purchasing department, the contract administrator retaining the approved scope of work and quote for individual contracted projects is necessary to ensure the work is completed and invoices are billing accurate amounts. In addition, maintaining the contractor's warranty for each project is essential to determine whether covered repairs or compensation are available if the contractor's work were to fail after completion.

B. Management does not regularly verify that project files are complete.

Four of the five tested projects performed under the roofing contract had not yet been reviewed by management to verify that the project files are complete and accurate, even though more than 10 months had passed since the final contractor payment. For three of them, more than a year had passed since the final payment. Based on documented project information, management has reviewed only 135, or 38%, of the 353 total projects completed between July 1, 2017 and October 21, 2019. And management has reviewed only 8%, significantly fewer, of the projects completed more recently, since July 2018.

As well, management's verification review has been limited to verifying certain financial information and did not include reviewing completeness of contract administration documentation.

The manager reported he reviews the completed projects generally twice a year, primarily to ensure that the budgeted amount was reduced to the paid invoice amount and that the purchase order was entered. After this review, the manager changes the project status to "Verified."

In one of 5 project files reviewed, we found that warranty documentation was missing from a project that management had already reviewed. Further, we noted 20 completed projects marked as "Verified" that had no recorded costs.

Facilities Management has not developed policies and procedures regarding necessary contract documentation, nor has it developed checklists or file review policies and procedures.

C. Facilities Management also does not have policies and procedures for its project prioritization, planning and scheduling, and little documentation is available regarding these decisions.

   The manager stated when a facilities maintenance or repair project is requested, he evaluates the level of need and solicits feasibility input from the technical leads. With this input, management determines the project schedule and priority for the upcoming year. He also noted that he has had to review these prioritization decisions again at times but has not yet organized a method to document them. The manager commented that the department's project management system could be used to document decision factors such as the project benefits and priority.

   Without policies and procedures for planning and scheduling the contracted services projects, the reasons for these decisions may be lost if key staff members leave City employment.

Recommendations:

The Facilities Management department management should:

A. Develop written policies and procedures that outline the necessary contract administration documentation to retain in the contract file, train its contract administrators on the City and departmental requirements, and develop a monitoring process to verify the requirements are met.

B. Establish a timely, consistent management review process to verify that contract administration files are complete and accurate.

C. Develop written policies and procedures for prioritization, planning and scheduling its contracted service, maintenance and repair projects.

MANAGEMENT ACTION PLAN

1. Facilities Management overpaid a contractor $164,600 and does not retain quotes to ensure that other billings match contract terms.

Recommendations:

The Facilities Management department management should develop written policies and procedures and provide training to require contract administrators to:

A. Ensure the billed amounts agree to the contract pricing amount and billed services are authorized and documented in the contract file. Facilities Management should also work with the City Attorney's office to recover all overpayments.

B. Retain the agreed-upon scope of work and pricing quote in the contract file and verify that the work performed matches the agreed-upon scope and the billed amounts match the agreed-upon pricing.

MANAGEMENT RESPONSE: Agree

PROPOSED RESOLUTION:

A. Department staff will develop written processes to ensure all contracted services provided are authorized and will work with other city departments as necessary to recover any overpayments.

B. Department staff will continue to develop written processes and procedures for data collection and storage that began in response to *Audit # 1608 Preventative Maintenance and Repair* to ensure all required contract documentation is available in a centralized file system. As a result of that prior audit an effective process was established to develop policies and procedures for ALL Facilities Management sections and multiple policies/procedures have been completed and approved. Processes noted in item A above will be followed to ensure effective reconciliation is successfully completed before submitting invoices for payment of any billed services. Additional training will be provided to all contract administrators.

RESPONSIBLE PARTY: Facilities Management staff

COMPLETED BY:

A. April 01, 2020

B. August 01, 2020

2. Contractor performance is not effectively monitored and performance problems addressed.

Recommendations:

The Facilities Management department management should develop policies and procedures and train its contract administrators to:

A. Document contract requirements and contractor performance measures, monitor contractor performance, and consistently and effectively address performance concerns, including use of potential financial and other penalties when appropriate.

B. Retain documentation in the contract file as required by AR 215, Contract Administration, and as needed based on the applicable contract's terms.

MANAGEMENT RESPONSE: Agree

PROPOSED RESOLUTION:

A. Department staff will continue to train contract administrators in properly documenting and addressing contractor performance and utilizing all financial and other penalties allowed within the contracts. The proven effective processes and level of documentation that were used from June 2018 through January 2019 to address the continued non-performance from one Custodial contractor in the North zone will be used a template. This included escalated fines, invoice credits, legal review and finally early contract termination.

B. Department staff will continue to consolidate all disparate filing locations and processes into a centralized online database within an effective file structure utilizing Archibus and the new FM Office 360 Share Point sites. Over the last 6-12 months the entire facilities department has been training to use Share Point and has been consistently migrating boxes of hardcopy files and gigabytes of shared drive data to this new location to assist in more effectively meeting AR 215 requirements.

RESPONSIBLE PARTY: Facilities Management staff

COMPLETED BY:

A. June 01, 2020

B. December 01, 2020

3. Facilities Management staff do not maintain necessary documentation and management does not regularly verify that contract files are complete.

Recommendations:

The Facilities Management department management should:

A. Develop written policies and procedures that outline the necessary contract administration documentation to retain in the contract file, train its contract administrators on the City and departmental requirements, and develop a monitoring process to verify the requirements are met.

B. Establish a timely, consistent management review process to verify that contract administration files are complete and accurate.

C. Develop written policies and procedures for prioritization, planning and scheduling its contracted service, maintenance and repair projects.

MANAGEMENT RESPONSE: Agree

PROPOSED RESOLUTION:

A. As noted in management response to Audit Finding #1B - Department staff will continue to develop written processes and procedures for contract administration data collection and storage that began in response to *Audit # 1608 Preventative Maintenance and Repair* to ensure all required contract documentation is available in a centralized file system. Staff will be regularly trained on these procedures and management staff will monitor contract files more frequently.

B. Department management staff will establish a written process for timely and consistent review of contract administrators centralized files in Archibus and Share Point.

C. Department staff will develop written policies and procedures for prioritization, planning and scheduling its contracted service, maintenance and repair projects.

RESPONSIBLE PARTY: Facilities Management staff

COMPLETED BY:

A. August 01, 2020

B. May 01, 2020

C. August 01, 2020

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CITY OF SCOTTSDALE

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