



Office of the County Auditor

**Mary Modelski**

Cook County Auditor

69 West Washington, Suite 840 • Chicago, Illinois 60602 • (312) 603-1500

June 06, 2024

The Honorable Tony Preckwinkle, President  
Board of Cook County Commissioners  
118 N. Clark Street, Room 537  
Chicago, Illinois 60602

Dear President Preckwinkle and Board of Commissioners:

We have conducted an audit, from our Fiscal Year 2023 Audit Plan, of the Department of Facilities Management Work Order System for Custodial Services in accordance with the [Cook County Auditor Ordinance](#).

Our overall objective was to review the Custodial Services procedures. The scope was to evaluate the custodial process and FAMIS 360 system. Our fieldwork was conducted from October through December 2023.

Please refer to the following audit report for the results of the audit. The audit report contains three recommendations. The Executive Summary provides an overview of the audit and recommendations.

We appreciate the cooperation of the Department of Facilities Management extended to Terry Martey, Field Auditor III and Joe L. Walthour Jr, Audit Supervisor during our audit. We have discussed our recommendations with the Department of Facilities Management. The Department of Facilities Management has had an opportunity to review our report. Management comments are included in their entirety within the Recommendations section.

Respectfully submitted,

Mary Modelski  
County Auditor

Cc: Elizabeth Granato, Bureau Chief, Bureau of Asset Management  
Bilqis Jacobs-El, Director of Facilities Management.  
Bridget Price, Manager of Custodial Services.

**TONI PRECKWINKLE**

PRESIDENT

**Cook County Board  
of Commissioners**

TARA S. STAMPS  
1st District

DENNIS DEER  
2nd District

BILL LOWRY  
3rd District

STANLEY MOORE  
4th District

MONICA GORDON  
5th District

DONNA MILLER  
6th District

ALMA E. ANAYA  
7th District

ANTHONY QUEZADA  
8th District

MAGGIE TREVOR  
9th District

BRIDGET GAINER  
10th District

JOHN P. DALEY  
11th District

BRIDGET DEGNEN  
12th District

JOSINA MORITA  
13th District

SCOTT R. BRITTON  
14th District

KEVIN B. MORRISON  
15th District

FRANK J. AGUILAR  
16th District

SEAN M. MORRISON  
17th District



COOK COUNTY GOVERNMENT  
OFFICE OF THE COUNTY AUDITOR

Department of Facilities Management  
Work Order System for Custodial Services

Internal Audit Report

Report Date:  
June 6, 2024

Issued By:  
Mary Modelski, County Auditor

Audit Conducted By:  
Terry Martey, Field Auditor  
Joe Walthour, Supervisor, Internal Audit

## EXECUTIVE SUMMARY

The Office of the County Auditor (OCA) completed an audit of the Department of Facilities Management Work Order System for Custodial Services. The overall objective of our audit was to review the Custodial Services procedures. This audit was accomplished by gathering, reviewing, and testing relevant supporting documentation to conclude our audit objectives. The scope of the audit was evaluating the custodial process and FAMIS 360 system. The periods under review were May, June, and July 2023.

The OCA conducted this audit in accordance with generally accepted government auditing standards. These standards require that the OCA plan and perform the audit to achieve the audit objective(s) and obtain sufficient and appropriate evidence that provides a reasonable basis for findings and conclusions. The OCA concluded that the evidence obtained provides a reasonable basis. The fieldwork was conducted from October through December 2023.

The Department of Facilities Management was presented and asked to respond to three recommendations covering the Custodial Services.

Please refer to the Recommendations section for more details on the recommendations, including management responses, corrective action plans, and estimated completion dates.

## AUDIT SCOPE AND OBJECTIVES

The overall objective of our audit was to review the Custodial Services procedures. The scope was evaluating the custodial process and FAMIS 360 system. The periods under review were May, June, and July 2023.

The detailed audit objectives were the following:

- Review compliance with Custodial Services policies and procedures.
- Access the level of custodial staff required to meet operational needs.
- Assess the use of the FAMIS 360 system in managing custodial work.

The following procedures were performed to assess the objectives:

- Conducted interviews with the Department of Facilities Management and Custodial Services staff.
- Reviewed the Custodial Services policies and procedures.
- Reviewed data from the FAMIS 360 system.
- Confirmed the existence of Custodial Services staff in the FAMIS 360 system.

## AUDIT RESULTS

Based on the analysis and evaluation of the process and system used by the Department of Facilities Management Custodial Services Section, we have reached the following conclusions:

- Inability to align with all aspects of Policy 7001 - Building Environment Maintenance, due to workforce issues.
- Inability to meet industry standard required staffing levels based on square cleaning footage.
- Inefficient use of the FAMIS 360 system for custodial work order notification and completion.

# BACKGROUND

## Bureau of Asset Management

The Bureau of Asset Management provides clean, safe, secure, sustainable, and accessible facilities through routine maintenance programs and capital construction projects. The Bureau of Asset Management services all Cook County departments and elected officials (outside of Forest Preserves).

## Department of Facilities Management

The Department of Facilities Management is charged with maintaining Cook County facilities totaling approximately 13 million square feet. The facilities are the Cook County Jail complex, Leighton Courthouse and Administration Building, Cook County Building, five suburban Courthouses (Bridgeview, Markham, Maywood Complex (Jefferson & Whitcomb), Skokie, and Rolling Meadows), Juvenile Temporary Detention Center and associated courthouse, Domestic Violence Courthouse, Forensic Institute, Hawthorne, Rockwell Warehouses, Sheriff's Wood Street facility, Oak Forest campus, Cicero Warehouse, three Branch Courthouses, four parking garages (Rolling Meadows, Skokie, Criminal Courts, and Juvenile Justice Center) and all parking lots. Offsite closed clinics (Des Plaines, Logan Square, and Harvey), as well as Mount Forest and Bachelors Grove cemeteries. Four Highway District facilities, and the LaGrange Sheriff Facility.

## Custodial Services

The Department of Facilities Management Custodial Services supports Cook County by creating a physical environment that is clean, safe, and conducive to all tenants/public in accordance with the Department of Facilities Management policies and mission. There are other facilities maintained by the Department of Facilities Management but not maintained by their Custodial Services, such as the Jail, Forensic Institute, Juvenile Temporary Detention Center - East and branch Courthouses.

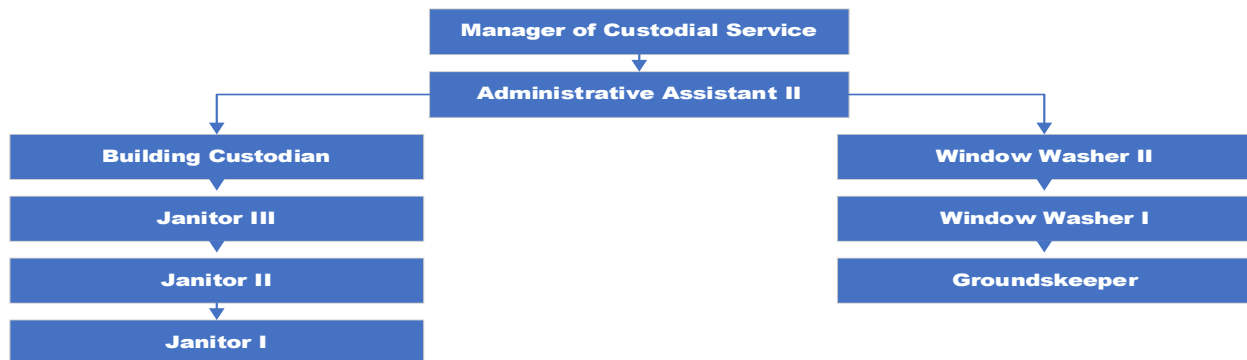
## FAMIS 360

The FAMIS 360 system is a cloud-based facilities management software for transparent and effective facility and asset maintenance and most importantly communication with tenants and employees within serviced buildings. The FAMIS 360 system has the capacity to help Custodial Services perform its tasks efficiently and effectively. Its main purpose in the Custodial division is to allow tenants to request services and for the Department of Facilities Management to verify completion and close out.

## Custodial Services Staff

There are 170 budgeted positions, 142 of which are janitorial positions. During the audit, the number of active positions varied. The Custodial Services positions consist of the Manager of Custodial Services, Administrative Assistant II, Building Custodian, Janitor I, Janitor II, Janitor III, Window Washer I, Window Washer II, and Groundskeeper.

Figure: Organizational Chart for Custodial Services Staff



**Custodial Services Policies**

The Department of Facilities Management has established policies to ensure cleanliness, safety, and hygiene within Cook County facilities. Policy 7001 – Building Environment Maintenance (revised 2014) was reviewed.

**RECOMMENDATIONS**

**Recommendation #1:**

During evaluation of the Custodial Services, the OCA reviewed policy 7001 associated with custodial work. The OCA discovered that alignment with all aspects of the policy was hindered by a shortage in the custodial staff. Below is a table showing the number of custodial staff departed and hired from the year 2021 to 2023.

JOB TITLE	2021		2022		2023	
	DEPARTED	HIRED	DEPARTED	HIRED	DEPARTED	HIRED
Building Custodian			3	1		2
Building Service Worker (SIEU73) OFC	1					
Groundskeeper					1	1
Janitor II	15	7	16	13	16	23
Janitor III	1				1	
Window Washer I			3			
<b>TOTAL</b>	<b>17</b>	<b>7</b>	<b>22</b>	<b>14</b>	<b>18</b>	<b>26</b>

The shortage in the workforce was due to a loss of staff from the COVID-19 crisis, Family Medical Leave Act (FMLA), resignations, and terminations. The shortage of Custodial staff poses challenges in maintaining Cook County facilities.

The OCA recommends the Custodial Services:

- Conduct regular maintenance assessments to monitor the impacted facilities.
- Develop plans for addressing the impacted areas, scheduling concerns, and attendance issues.
- Launch a County-wide recruitment initiative utilizing various platforms and channels.

**Management Response**

The Department of Facilities Management (DFM) along with the Bureau of Human Resources has launched and completed two large, Countywide hiring fairs. One on September 8, 2022, and another on June 26, 2023, both held at 69 W. Washington totaling almost 300 applicants.

Please see table below

	Applicants	Interviewed	Ranked	Offers	Hired
For September 6, 2022, Job fair	97	55	34	13	8
For June 26, 2023, Job fair	163	163	103	21	13

We had 13 hires from the hiring fair in June 2023.

In addition, the Custodial Manager attended four other hiring fairs and set up recruiting tables at the following events.

1. May 23, 2023, South Suburban American Job Center, 16245 South Halsted Street, Harvey, IL
2. March 23, 2023, Melrose Park, Chamber of Commerce, Job Fair, Melrose Park, IL

3. February 23, 2023, Oakton College, 1600 E. Golf Road, Desplaines, IL
4. January 26, 2023, Moraine Valley Community College, Parkway Palos Hill, IL

The amount of recruiting, interviewing, and processing has been astronomical, and we are extremely grateful to the Bureau of Human Resources. While we did not yield a large amount of staffing from the job fairs due to many applicants being screened out in the BHR validation phase, we were able to hire more staff at once than we otherwise would have.

<b>CURRENT CUSTODIAL VACANCIES</b>	<b>NUMBER OF PERSONS</b>
2411. JANITOR I	1
2412. JANITOR II	28
2433. WINDOW WASHER I	3
8766. BUILDING CUSTODIAN SUPERVISOR	2
<b>TOTAL</b>	<b>34</b>

Another effort we made to improve recruitment involved adjusting the Job Description to increase opportunity for applicants and to be more competitive in the current job market.

DFM works to ensure there is coverage for sectional cleaning during employee absence through scheduling and adjusting work assignments. This is a routine part of custodial management, occurring every day. DFM promptly follows up on attendance infractions with progressive discipline as outlined in the County Personnel Rules and Collective Bargaining Agreement. In 2020, 2021, 2022, 2023 we issued over 100 disciplinary actions in relation to attendance. Not to mention there was a three-week strike in 2021 by SEIU, however, DFM managed to maintain customer service and sanitation during the pandemic.

The custodial supervisors and Janitor IIIs in the buildings conduct regular maintenance assessments and are immediately aware of task completion. DFM has two levels of supervision in the buildings, Janitor IIIs and a BC (Building Custodian Supervisor) level. The Jan III works in tandem with line staff and therefore has real-time information, working in the buildings every day.

- Ongoing daily maintenance assessments and scheduling.
- Countywide hiring fairs completed 2022 and 2023.
- Recruitment efforts are ongoing.

However custodial staffing is an ongoing challenge.

**Estimated Completion Date:**

Ongoing

**Recommendation #2:**

The OCA discovered a variance between active and required Custodial Services staff to clean facilities maintained by the Custodial Services. The Custodial Services uses the Building Owners and Managers Association (BOMA) and Association of Physical Plant Administrators (APPA) square footage requirements to determine the staffing levels needed in each facility. Despite the Custodial Services hiring efforts, they have not been able to meet the required staffing levels. Due to the Great Resignation and other contributing factors including the pandemic, hiring efforts were challenged. Resources.

The OCA recommends the Custodial Services:

- Continue working with the Bureau of Human Resources to recruit and onboard individuals to fill position vacancies.

**Management Response**

The workload of each staffer is clear to management as indicated by their assigned, industry standard, building square footage section, per shift. Each Janitor has sectional square footage of a building they clean daily –where they establish relationships with the tenants/employees in that section. Work orders issued by tenants in addition to daily shift work are minimal. (see charts below)

**Work Allocation Snapshot:**

<b>BUILDING</b>	<b>Building Total Sq Ft</b>	<b>Non-Cleanable Sq Ft</b>	<b>Actual Sq Ft Cleaned Daily by Custodians</b>	<b>Number of Janitors Required for Areas Cleaned Daily (Industry Standard BOMA/APPA)</b>
Bridgeview	326597	29587	297010	12
County Building	591632	82882	508750	20
Criminal Court/CCAB	749467	51528	697939	28
Domestic Violence	168384	4400	163984	7

\*Spreadsheet does not include every facility maintained by DFM.

Custodial Work Order Data: DFM received a total of 591 custodial work orders in FY23. An average of 49 work orders/month. Work orders are received immediately, not only in the work order system but an associated email, in real time, notifies the corresponding building Custodial Supervisor and the Manager of custodial services (see chart on the next page).

**Custodial Work Orders by Month**

Month	Total
Dec-22	49
Jan-23	44
Feb-23	35
Mar-23	29
Apr-23	60
May-23	57
Jun-23	49
Jul-23	50
Aug-23	45
Sep-23	55
Oct-23	53
Nov-23	38
Dec-23	27

**FY23 Total:** 591 custodial work orders (For reference FY22, 464 and FY19, 520)

Overall, 90% of the work DFM Janitors perform is their *assigned* sectional work, 10% are tenant requests.

The custodial supervisors in the buildings are timely aware of task completion. DFM has two Supervisory levels in the buildings, Janitor IIIs and a BC (Building Custodian Supervisor) level. The work order system is updated to reflect closed work orders by the BCs (actual work is typically turned around immediately).

The Janitor IIIs works in tandem with line staff and therefore has real-time information on actual task completion. Challenges and lack of oversight are introduced when we are understaffed at the supervisory level. Janitor IIIs are union level supervisors that also assist with cleaning as necessary. Our performance measures and standards are reflected in our long-standing policies 7005, time and attendance, and several standards as part of policy 7001, (see below).

**DEPARTMENT OF FACILITIES MANAGEMENT BUILDING EXTERIOR DAILY DUTIES CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Police, sweep, and spot wash exterior of building area and sidewalks. Remove gum and other substances requiring use of a scraping device. This activity should be done on an ongoing, as needed basis, throughout the day.					
Empty, clean, and sanitized trash receptacles and replace liners. Dispose of trash and designated area. This activity should be done on an ongoing basis as needed throughout the day.					
Sweep area around turns and remove cigarette butts from eaves on an ongoing as needed basis. Replace sand once a month.					
Police and clean exterior planters to remove cigarette butts and other debris. This activity should be done on an ongoing, as needed basis, throughout the day.					
Sweep and empty garbage from garage and open parking lots.					

**DEPARTMENT OF FACILITIES MANAGEMENT BUILDING EXTERIOR WEEKLY DUTIES CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Machine scrub or power wash outside plaza and sidewalks as necessary and weather permitting.					



**DEPARTMENT OF FACILITIES MANAGEMENT RESTROOM BI-MONTHLY CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Machine scrub flooring with germicidal cleaner or quaternary disinfectant followed with an approved floor finish. Hands scrub the base of walls and corners with a brush. Remove watermarks from walls partitions and fixtures. The floor should be maintained at a gloss and appearance level acceptable to the Building Custodian at all times.					

**DEPARTMENT OF FACILITIES MANAGEMENT COMMON SPACE DAILY DUTIES CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
The floor will be maintained to ensure a high luster appearance. Restore floors nightly as needed to an acceptable gloss level. This activity can include buffing, burnishing, or scrubbing, but it must achieve gloss and appearance levels acceptable to the Building Custodian. Subsequent to all floor maintenance, baseboards must be cleaned.					
Vacuum floor mats and damp wipe vinyl edges to remove all dust. Sweep and wash under all mats.					
Clean all building directories, non-glass entrance doors, and frames. This activity should be done on an ongoing, as needed basis, throughout the day.					
Clean and polish all chrome or anodized metal finishes. This activity should be done on an ongoing, as needed basis, throughout the day.					
Dust all panels and signs. This activity should be done on an ongoing basis throughout the day and as needed.					
Dust wall up to 8 feet high and keep free from finger marks, smudges, etc..					
Clean and disinfect all in house telephone in corridors. Do not spray telephone.					
Empty, clean, and sanitize trash receptacles and replace liners. Dispose of trash in designated area.					
All walls, doors, jambs and elevator bank entries are to be cleaned to remove all dust, finger marks, smudges and spills. This is inclusive of stairway and utility doors. Special attention is to be paid to metal work and areas around cell buttons. Wall and doors will be maintained to the height of the door.					
Dust low ledges and other horizontal surface.					
As needed, all metal work, such as door hardware and frames, metal lettering, mullion and sills, door knobs, kick plates and hand railings, etcetera will be cleaned, polished, and left in bright condition free from all dust and streaks.					
Clean exterior of refrigerators, microwave ovens, tables, vacuum and wet mop kitchen and cafeteria areas.					
Break rooms must be cleaned regularly.					

**DEPARTMENT OF FACILITIES MANAGEMENT COMMON SPACE MONTHLY DUTIES CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3 <b>Survey Item</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>
Vacuum and clean all windows level air supply, exhaust fusers & grills.					
Wash vinyl and middle kick plate on service doors.					
Wet mop all stairwell landings, stairs, handrails, and trads.					
Clean interior of refrigerator.					
High dust twice a month to include all fixtures, display, vertical and horizontal surfaces not reached during nightly cleaning.					
Sweep and wash under all mats.					

**DEPARTMENT OF FACILITIES MANAGEMENT DAY SERVICE CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Day coverage will be required by custodians that are assigned to day duties. They will handle basic custodian tasks and special requests. The daily duties include, but are not limited to the following:

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3 <b>Survey Item</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>
Police exterior on an as needed basis. Check rubbish cans and remove cigarette butts from receptacles. Sweep up any rubbish, droppings, or debris from the property. Police the exterior planters removing cigarette butts and other rubbish as necessary. Police the exterior perimeter areas for gum, and extract using a substance remover and scraping device.					
Police and maintain lobby appearance throughout the day including back lobbies and judge's entrances and behind escalators; wet mop flooring as necessary, particularly during inclement weather.					
Clean directories, trash cans, window frames and ledges in the lobby areas.					
Keep the main entrance doors from finger marks and smudges clean and polish door frames and other decorative metal elevator doors and interiors as well as the metal and glass escalators.					
Police and vacuum elevator cabs at lobby level a minimum to twice daily and police escalators. Wipe down cab walls and escalator metal as necessary.					
Check all floor corridors an elevator lobby including water fountains.					
Sweep or vacuum service corridor floors.					
Dust pipes in service corridors as necessary.					
Police washrooms on an as needed basis and at least every 2 hours. A final check at the end of the shift should include restocking of supplies if needed any touch up around the sinks, mirrors, floors, and partitions.					
Police lobby areas, this includes cleaning glass, spot mopping, sanitizing phones, maintaining freight elevator appearance, gum removal, removing scuff marks, litter removal, and emptying trash cans.					
Wipe clean and refill hand sanitizer dispensers in common areas.					
Vacuum mats in the lobby entrances.					
Check kitchen areas and vending machines at least three times daily. Clean wipe tables and remove trash.					
Police and maintain men and women locker rooms.					
Police maintain and restock men and women restroom.					
Perform miscellaneous tasks as requested by Building Custodian.					
Water interior county owned planters in the early morning on a daily basis.					

**DEPARTMENT OF FACILITIES MANAGEMENT ELEVATORS/ FREIGHT CARS/ ESCALATORS DAILY, WEEKLY, & QUARTERLY CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Vacuum all elevator cabs spot clean panels where necessary.					
Clean and polish all metal trim work a elevator doors to remove fingerprints, smudges, water and other marks. Care should be taken to prevent scratching or damaging of metal finishes.					
Elevator cab thresholds and elevator thresholds on each floor landing will be thoroughly cleaned and polished with an appropriate metal polish.					
Elevator call button plates in hallways will be polished and wall surface around call plates spot cleaned.					
Spot clean freight cars nightly, removing gum, debris, foreign markings, and foreign materials.					
Clean and polish all glass and metal trim wok on escalators to remove fingerprints, smudges, water, and other marks. Care will be taken to prevent scratching or damaging of metal finishes.					
Wipe down escalator handrail with cloth treated with germicidal solution.					
Clean steps and walked off plate with wire brush and vacuum.					
Shampoo all elevator carpet and flooring.					

**DEPARTMENT OF FACILITIES MANAGEMENT JANITOR STORAGE CLOSETS CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	<u>STORAGE CLOSETS</u>	<u>STORAGE CLOSETS</u>	<u>STORAGE CLOSETS</u>	<u>STORAGE CLOSETS</u>	<u>STORAGE CLOSETS</u>
<b>Survey Item</b>					
All janitors storage closets, slop sinks, restroom, lunchrooms, and work or break areas including service areas provided for custodial personnel will be kept in a neat, clean, sanitary, and orderly condition at all times. The restrooms will be maintained in the same condition as the public restrooms. Before leaving the premises each night, all of the service areas will be dust mopped, and spot cleaned, when necessary and dusted. Tile floors will be stripped and waxed as often as necessary but not less often every 60 days. All doors and wall will be spot cleaned nightly.					

**DEPARTMENT OF FACILITIES MANAGEMENT LOADING COMMON SPACE  
WEEKLY CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Dust grids, ledges, and tops of fixtures.					
Dust all doors and ventilating louvers.					
Sweep all stairwells and dust all hand railings.					
Wet mop stairwells.					
Vacuum entry weathers mats, as applicable.					
All walls, doors and frames will be thoroughly cleaned leaving no streaks smudges dust or stains. Walls, doors, and frames should have a uniformly bright and clean appearance when completed.					
Clean interior of microwaves.					

**DEPARTMENT OF FACILITIES MANAGEMENT LOADING DOCK DAILY  
CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Sweep and mop dock, service corridor, and receiving area and remove all trash and debris.					

**DEPARTMENT OF FACILITIES MANAGEMENT LOADING DOCK WEEKLY CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Wet mop completely, weather permitting.					
Compactor Area to be swept & hosed down. No cleaning inside the compactor.					
Power wash loading dock parking area and compactor area with appropriate degreasing products as approved by the Department of Facilities Management.					
Clean loading dock drains of all debris.					

**DEPARTMENT OF FACILITIES MANAGEMENT LOBBIES & ENTERANCES MONTHLY DUTIES**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Vacuum and clean all windows level air supply, exhaust fusers & grills.					
Wash vinyl and metal kick plate on service doors.					
Wet mop all stairwell landings, stairs, handrails, and treads.					
Wash all doors and doors frames.					
High dust displays and fixtures.					

**DEPARTMENT OF FACILITIES MANAGEMENT LOBBIES & ENTERANCES WEEKLY DUTIES CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Dust grids, ledges, and tops of fixtures.					
Clean and polish all lobby chrome or anodized metal finishes. This activity should be done on an ongoing, as needed basis, throughout the day.					
Clean and polish all lobby thresholds and elevator. This activity should be done on an ongoing, as needed basis, throughout the day.					
Dust all doors and ventilating louvers.					
Sweep all stairwells and dust all hand railings.					
Wet mop stairwells.					
Remove all cobwebs.					
High speed burnish lobby floor.					
All walls, doors and frames will be thoroughly cleaned leaving no streaks, smudges, dust, or stains. Walls, doors, and frames should have a uniformly bright and clean appearance when completed.					
Clean elevators display the lights and interior and exterior lanterns.					

**DEPARTMENT OF FACILITIES MANAGEMENT RESTROOM BI-ANNUAL CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Complete strip and refinish resilient floors, unless otherwise directed by the Building Custodian.					

**DEPARTMENT OF FACILITIES MANAGEMENT RESTROOM DAILY CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Clean all toilet seats & toilet & urinals using toilet brush and disinfectant.					
Dust and clean partitions, tile walls, stalls, dispensers, and receptacles, ledges, doors, and light switches. All graffiti should be removed from all surfaces. This activity should be done on an ongoing, as needed basis, throughout the day.					
Clean and disinfect all floor areas including edges and corners. This activity should be done on an ongoing, as needed basis, throughout the day.					
Refill all toilet tissue, paper towels, and sanitary napkin dispensers. Refills soap dispensers and check operation. Restock urinal tabs. This activity should be done on an ongoing, as needed basis, throughout the day.					
Empty trash and used paper towel or sanitary napkin receptacles. Sanitize the exterior of sanitary napkin receptacles and dispensers. Replace plastic liner or wax paper bags what applicable. This activity should be done on an ongoing, as needed basis, throughout the day.					
Hand scrub base of walls and corners with a brush. Remove watermarks from walls partitions, and fixtures. The floor should be maintained should be done on an ongoing, as needed, throughout the day.					
Clean all baseboards with a germicidal cleaner or quaternary disinfectant. This activity should be done on an ongoing, as needed basis, throughout the day.					
Remove and clean urinal screen to remove foreign matter. This activity should be done on an ongoing, as needed basis, throughout the day.					
Clean and polish all glass mirrors. This activity should be done on an ongoing, as needed basis, throughout the day.					
Clean and polish all chrome and other bright work including exposed plumbing, toilet seat hinges etcetera. This activity should be done on an ongoing, as needed basis, throughout the day.					
Dust the top edges of all partitions, ledges, light fixtures, and mirrors.					
Clean and disinfect floor drains by pouring 1 quart clean water down the floor drain to prevent gases from escaping.					
Report clogged toilets, missing tiles, graffiti, leaks, salty soap dispensers, broken sanitary napkin, dispensers, broken paper towels dispenser, broken toilet paper dispensers, burned out bulbs, and fluorescent tubes, broken equipment or fixtures, malfunction or problem of any kind that need attention of the Building Custodian via inspection sheet and/ or log book.					

**DEPARTMENT OF FACILITIES MANAGEMENT RESTROOM MONTHLY CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Wash partitions, grills, doors, tiled walls, and enamel monthly with disinfectant or detergent, to be performed more often if necessary.					
Refill all air freshers in auto clean dispensers.					
Clean, disinfect, and fill floor drains with water to avoid the escape of sewer gas is clean and polish all drain covers.					
Wash partition walls using a germicidal disinfectant wipe dry and polish to uniformity bright clean condition.					

**DEPARTMENT OF FACILITIES MANAGEMENT STAIRWELLS MONTHLY CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Wet mop all stairwells.					



**DEPARTMENT OF FACILITIES MANAGEMENT STAIRWELLS QUARTERLY CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>
<b>Survey Item</b>					
Do high dusting of stairwells.					

**DEPARTMENT OF FACILITIES MANAGEMENT STAIRWELLS WEEKLY CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>	<b>Room Name/ #</b>
<b>Survey Item</b>					
Sweep all stairwells and dust all hand railings.					

**DEPARTMENT OF FACILITIES MANAGEMENT SUPERVISION CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	<b><u>SUPERVISION</u> #</b>	<b><u>SUPERVISION</u> #</b>	<b><u>SUPERVISION</u> #</b>	<b><u>SUPERVISION</u> #</b>	<b><u>SUPERVISION</u> #</b>
<b>Survey Item</b>					
Janitor III's shall utilize the provided inspection sheets on a daily basis to ensure that this policy is being followed. All malfunctioning items observed (leaky plumbing fixtures, broken electrical fixture, clogged drain lines, graffiti,.....) must be reported on the inspection sheet.					
The Building Custodial shall utilize the provided inspection sheets on a weekly basis to ensure that this policy is being followed. All malfunctioning items observed (leaky plumbing fixtures, broken electrical fixture, clogged drain lines, graffiti,.....) must be reported on the inspection sheet.					

**DEPARTMENT OF FACILITIES MANAGEMENT TENANT SPACE DAILY DUTIES CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Empty, clean, and sanitize all waste baskets. Remove trash from waste baskets and replace plastic lining. Plastic liners are to fit waste receptacles in such manner as to not over hang the top be more than 2 inches. Replace plastic liners as needed. Recycling bins should remain unlined.					
Empty individual recycling bins into the appropriate recycling containers for disposal. Do not mix recyclables with regular waste or dispose of recyclable with regular waste.					
Clean and buff all non-carpeted floors, dusting and mopping as required. Remove all scuff marks as necessary. Restore floors as needed to an acceptable gloss level (this activity can include mopping, scrubbing, burnishing, or other, but must achieve gloss and appearance levels acceptable to the Building Custodian.)					
Vacuum all carpeted floors moving all light furniture such as chairs, stands, etc. All furniture must be replaced to its original position.					
Dust mop all tile floors using a treated dust mop and moving all light furniture. All furniture must be replaced to its original position.					
Clean and sanitize all telephones, using a disinfectant spray. Do not spray telephone.					
Sanitize and polish water drinking fountains.					
All doors, jambs, and walls will be spotted cleaned to remove streaks, smudges, finger marks, spills, and stains, paying particular attention to walls around switch plates & doors jambs and doors around knobs and opening edges.					
Spot clean all metal trims work, removing fingerprints, smudges, water, and other marks.					
Spot clean all carpet stains to remove soluble spills, spots, and stains without risk of damage to carpet fabric or color.					
Remove gum and other substances requiring the use of a scraping device.					
Turn off all lights and check to make sure that all doors are secured when work assignments are complete.					

**DEPARTMENT OF FACILITIES MANAGEMENT TENANT SPACE MONTHLY DUTIES CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Dust the tops of cabinets, files, partitions, and other high dusting areas.					
Wash all baseboards not reached during nightly cleaning.					
Ensure carpet stains are removed and all carpeted areas are clean.					

**DEPARTMENT OF FACILITIES MANAGEMENT TENANT SPACE QUARTERLY DUTIES CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Dust pictures, frames, charts, graphs, and similar wall hangings not reached during nightly cleaning.					
Dust venetian blinds and windows frames.					
Wash and clean baseboards immediately subsequent to floor refinishing operations.					
Dust all vertical surfaces such as walls, partitions, doors frames, ventilating louvers, grills, hi molding and other surface not reached during nightly cleaning.					
Shampoo all public carpeted areas, including elevator lobbies, using a carpet extractor that is filled with clear hot water and extraction solution. Care will be taken to remove all excessive moisture from carpet fibers.					

**DEPARTMENT OF FACILITIES MANAGEMENT TENANT SPACE WEEKLY DUTIES CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #	Room Name/ #
<b>Survey Item</b>					
Dust baseboards, chair rails, trim, louvers, molding, and other low dust areas.					
Vacuum upholstered furniture.					
Clean private stairways including vacuuming carpeted stairway, and dusting handrails, balustrades and stringers, as necessary.					
Damp wipe clean interior building metal, except window mullions.					
Dust and clean all chair rails, paneling, trim, baseboards, door and other architectural louvers, lattices and ornamental work.					
Hand dust and wipe clean, with treated cloth (microfiber cloth where applicable), all furniture (tops, sides, and legs), file cabinets, computer monitors bezels, shelves, ledges, cafeteria tables, coffee bars, windows sills, desktops, credenza tops, tabletops, countertops, and furniture removing dust, finger marks, streaks, etc.					
Wipe clean and polish all brass, stainless steel, metal, and other bright work, using a non-acidic polish.					
Dust, spray, buff, or burnish resilient tile floors and hard floors.					
Dust and clean all vertical surface such as partitions, ventilating louvers, vans, walls, trim, pictures, frames, grills, and high moldings etc.					
Completely vacuum all wall-to-wall carpeting, including all edges and corners, moving light furniture.					
Remove all cobwebs.					

**DEPARTMENT OF FACILITIES MANAGEMENT UNIFORMS CHECKLIST**

**Building Location:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Okay-1 Needs Some Attention= 2 Needs Immediate Attention= 3	UNIFORM CONDITIONS #	UNIFORM CONDITIONS #	UNIFORM CONDITIONS #	UNIFORM CONDITIONS #	UNIFORM CONDITIONS #
<b>Survey Item</b>					
All personnel must be in uniform at all times while performing their duties. Uniforms must be kept in good condition and neat in appearance.					

Beginning June 2025, DFM will have a module in the new Asset Management System, Tririga, being rolled out by the Bureau. With the new system, there will be enhanced communication and training with tenants/county staff to ensure verbal communication with custodial staffers on a work task in their space, is always turned into a corresponding work order issued by tenant/employee to reinforce all requests are documented. We hope to leverage the new system to enhance custodial work order data.

DFM will continue to work with Consultants/Subject Matter Experts to further review our current program and ensure industry best practices.

**Estimated Completion Date:**

Completed (Tracked workforce and enhanced practices)

June 2025 (Implementation of the Tririga Asset Management System)

### **Recommendation #3:**

The OCA discovered that the Custodial Services did not efficiently use the FAMIS 360 system for custodial work management. The Custodial Services did not have all Custodial Services staff entered in the FAMIS 360 system. The Custodial Services had communication challenges associated with receiving real-time updates on the status of completed and ongoing tasks. The OCA sampled and tested 27 names of the 109 Janitorial Services staff. Twenty-five of the 27 names were not in the FAMIS 360 system. The OCA reviewed reports from April, May, and June 2023 of work orders entered in the FAMIS 360 system. The OCA evaluated whether the actual work order completion date was on or before the work order completion date. An examination of the work orders disclosed:

- Nineteen of the 101 April 2023 work orders were timely closed and 82 were not. Thirty-five of the 82 were closed in September 2023.
- Eighteen of the 94 May 2023 work orders were timely closed and 76 were not. Forty-one of the 76 were closed in September 2023.
- Twenty-seven of the 82 June 2023 work orders were timely closed and 55 were not. Twenty-four of the 55 were closed in September 2023.

The inefficiencies identified in the utilization of the FAMIS 360 system created a lack of accountability in the completion and timely closure of custodial work orders. The absence of Custodial Services staff in the FAMIS 360 system prevents the holding of someone answerable for the completion of assigned work. Despite having the FAMIS 360 system, custodial management and supervisory staff were not answerable for the closure of custodial work orders within a specific time.

The OCA recommends the Custodial Services:

- Conduct periodic reviews to ensure current and active custodial staff are entered in and former custodial staff are removed from the FAMIS 360 system.
- Continuously review physical areas to verify the status of assigned and completed custodial work.
- Provide appropriate training, simplify system procedures, and ensure the FAMIS 360 system is user-friendly for its intended managerial and supervisory staff.

### **Management Response**

The work order system is used efficiently and effectively as it allows tenants to communicate building issues with DFM and for DFM to respond. It provides tangible reports of building needs and preventive measures we take to stay on track.

Based on the nature of custodial work and how it is assigned, the DFM custodial operation does not support the use of FAMIS 360 for each daily task, as the assigned workspace is what's important. Assignment of custodial work is primarily by building section, not individual tasks. Additionally, the focus of DFM custodial team members is building relationships with the tenants we serve and performing sanitation duties. Procuring over 100 handheld devices would redirect their attention to data entry. Which would require further bargaining, a potential change to the job description, and is not in line with industry standards. The supervisors close out work orders and perform quality assurance, while the line staff focuses on sanitation.

Again, Janitorial work assignments are not task based, but section based for a full shift. Each employee is assigned a section per shift –to be completed within their 8-hour workday. There is no need for FAMIS 360 to track. Work requests issued by tenants *are* task based and are tracked in FAMIS 360. Tenant requested tasks are to be closed by the corresponding supervisors. While the actual work is completed timely, closing out of work orders in the system occurred later due to vacancies in the supervisory staff responsible for physically closing out work orders in the system (FAMIS). Of the 8 BC positions – **we only had 2 BCs during most of 2022 and 2023**. We were able to hire and return staff during the month of September 2023. Prior to September we had limited supervisory staff, which is the staff responsible for closing work orders in the system. But again, the actual work was long completed.

Names of custodial staffers are loaded in the work order system and will be updated as changes occur. While this is a recommendation of the OCA, DFM does not have an operational need nor requirement to have such information. Workload and sectional assignments are allocated such that they can be completed during the work shift. We have two levels of supervision overseeing work completion in the buildings in real time. Because workload is divided out by sections, we do not need the names of staff in the system.

The usage of FAMIS 360 in the custodial program is to capture and address tenant issued requests mainly. It is also useful for any long-term custodial projects or preventive maintenance. The way we currently operate is to simply identify whether required work is completed and closed out.

DFM has added more Preventive Maintenance work orders with monthly and/or quarterly frequency in the system from policy 7001.

The custodial supervisors in the buildings are immediately aware of task completion. DFM has two levels of supervision in the buildings, Janitor IIIs and a BC (Building Custodian Supervisor) level. The work order system is manually updated to reflect closed work orders by the BCs (actual work is typically turned around immediately). The Janitor IIIs work in tandem with line staff and therefore have real time information of physical/actual task completion, working in the buildings every day.

There was a BC level supervisory staff shortage in FY22-FY23. During the latter part of FY2023 we had 2nd tier custodial supervisors (Jan IIIs) but little to no BCs which is the managerial level responsible for closing work orders in the system. Supervisors are in place now. Work orders are closed out consistently. (See chart below.)

JOB TITLE	2021		2022		2023	
	DEPARTED	HIRED	DEPARTED	HIRED	DEPARTED	HIRED
Building Custodian			3	1		2
Building Service Worker (SIEU73) OFC	1					
Groundskeeper					1	1
Janitor II	15	7	16	13	16	23
Janitor III	1				1	
Window Washer I			3			
	<b>17</b>	<b>7</b>	<b>22</b>	<b>14</b>	<b>18</b>	<b>26</b>

- Total number of vacancies = **34**
- Out of 8 positions, only 2 Building Custodians (BC) worked 2022-2023— (some on leave, some resigned). Hired Q4 2023.
- The above chart does not include pre-existing vacancies.

DFM is adding quality assurance items from policy 7001 into the work order system for improved services.

11/29/2023 10:50 AM	<a href="#">1029672</a>	Request [REDACTED]	JTDC West General children room sui	Custodial Other	[REDACTED]	Closed / High 12/4/2023 1:25 PM	1.
<b>Comments:</b>	The floors need to be buffed and cleaned/waxed for a children's room opening of Monday December 4, 2023. Thank you.		<b>Asset:</b>	JDCW-No Asset			
<b>Complete By:</b>	12/1/2023 10:50 AM						
<b>Act. Complete Date:</b>	12/4/2023 1:25 PM						
11/29/2023 12:10 PM	<a href="#">1029727</a>	Request [REDACTED]	Cook County Build 11th Floor 1134	Custodial Other	[REDACTED]	Closed / Medium 11/29/2023 1:04 PM	0.
<b>Comments:</b>	There is an old boxed Christmas tree to the left when entering the room on top of the shredder requiring disposal. Thank you.		<b>Asset:</b>	118-No Asset			
<b>Complete By:</b>	12/1/2023 12:10 PM			<b>Ref WO:</b>	No problem found		
<b>Act. Complete Date:</b>	11/29/2023 1:03 PM						
11/30/2023 4:29 PM	<a href="#">1030123</a>	Request [REDACTED]	Cook County Build 7th Floor 7S Break -Room	Custodial Cleanup / Spills	[REDACTED]	Closed / High 12/1/2023 8:21 AM	0.
<b>Comments:</b>	Could you please do a thorough cleaning of the 7 South Lunch Room (where the vending machines are located. (Floors, counter tops, appliances)		<b>Asset:</b>	118-No Asset			
<b>Complete By:</b>	12/4/2023 7:00 AM			<b>Ref WO:</b>	No problem found		
<b>Act. Complete Date:</b>	12/1/2023 8:19 AM						
12/8/2023 1:06 PM	<a href="#">1036011</a>	Request [REDACTED]	Domestic Violence General Men / Women locke	Custodial Dusting	ARBELO	Closed / Low 12/13/2023 8:02 AM	1.
<b>Comments:</b>	Please dust / clean the top of the lockers in both the men and women locker rooms. We will announce to employees to have their personal items removed from the top of the lockers starting Monday 12/11. Thanks		<b>Asset:</b>	DVC-No Asset			
<b>Complete By:</b>	12/12/2023 1:06 PM						
<b>Act. Complete Date:</b>	12/13/2023 8:01 AM						
12/15/2023 10:05 AM	<a href="#">1037560</a>	Request [REDACTED]	Cook County Build General 1160 - Collection	Custodial Other	[REDACTED]	Closed / Medium 12/15/2023 10:11 AM	0.
<b>Comments:</b>	There is a box of expired hand sanitizer outside of the office in the Collections Area that has been labeled and needs to be removed and disposed of due to its hazardous nature. Thank you.		<b>Asset:</b>	118-No Asset			
<b>Complete By:</b>	12/19/2023 10:05 AM			<b>Ref WO:</b>	No problem found		
<b>Act. Complete Date:</b>	12/15/2023 10:09 AM						

Names of custodial staffers are loaded in the work order system. The BCs are the staff level responsible for closing work orders and they have always had access, however a shortage in supervisory staff will impact timely close out in the system, although the actual work is completed.

**Estimated Completion Date:**

Ongoing