

Condensed Title:

Request For Approval To Award A Contract, Pursuant To Invitation To Bid No. 269-2013ME, For Janitorial Services, Citywide.

Key Intended Outcome Supported:

Ensure well maintained facilities and ensure quality and timely delivery of capital projects.

Supporting Data (Surveys, Environmental Scan, etc): N/A

Item Summary/Recommendation:

The purpose of Invitation to Bid (ITB) 269-2013ME was to establish contracts by means of competitive sealed bids to qualified providers of janitorial services. The contract shall remain in effect for an initial year term of three (3) years, with an option to renew for an additional two (2) one-year periods, as allowed in the ITB.

City locations are categorized into two (2) groups. Bidders were required to submit prices for all location within one group and provide prices for additional services within each group for services that may be needed and could be added and/or deleted as needed throughout the life of the contract. Please refer to Appendix A for the locations included in each group.

Invitation to Bid (ITB) 269-2013ME was issued on June 7, 2013, with an opening date of July 12, 2013. Thirteen (13) bids were received in response to the ITB. The lowest responsive, responsible bidder was deemed to be United Services, Inc.

The request for approval of this item was initially presented at the September 11, 2013 City Commission meeting. At that time, the City Commission deferred the item and requested that a staffing plan by the recommended contractor be provided. The staffing plan is included in the attached memo.

Notwithstanding the request for a staffing plan, it is important to note that the contract is structured as a performance-based contract, which emphasizes the level of performance required rather than the number of employees a given contractor must deploy. United Services has committed to considering those employees retained by the current contracts. Within 90 days of contract commencement, United Services will report to the City the current contractor employees that have been retained and reason(s) why any current employee may not have been retained.

RECOMMENDATION

United Services, Inc., is the lowest responsive and responsible bidder in both groups. Therefore, it is recommended that both groups be awarded to United Services, Inc. The secondary bidders are Service Keepers Maintenance and ISS Facility for Group 1 and 2, respectively. The secondary bidders will be utilized in the event that the primary bidder fails to provide services as required under the ITB.

Advisory Board Recommendation:

Financial Information:

Source of Funds:	Amount	Account
<i>TS</i>	\$ 820,159	520-1720-000325 - Property Management
<i>TS</i>	\$ 242,730	435-9962-000325 - Sanitation - Beach Front restrooms
<i>TS</i>	\$ 15,600	435-0430-000325 - Sanitation
<i>TS</i>	\$ 37,500	011-1210-000325 - Fire
<i>TS</i>	\$ 3,250	425-0410-000325 - Public Works
<i>TS</i>	\$ 3,100	425-0420-000325 - Public Works
<i>TS</i>	\$ 3,000	427-0427-000325 - Public Works
<i>TS</i>	\$ 14,300	510-1780-000343 - Fleet
<i>TS</i>	\$ 300,000	480-0463-000325 - Parking - Janitorial
<i>TS</i>	\$ 90,000	480-0463-000325 - Parking - Pressure cleaning
<i>TS</i>	\$ 100,000	142-6976-000325 - Parking - Janitorial
<i>TS</i>	\$ 16,000	142-6976-000325 - Parking - Pressure cleaning
<i>TS</i>	\$ 95,500	463-1990-000325 - Parking - Janitorial
<i>TS</i>	\$ 16,000	463-1990-000325 - Parking - Pressure cleaning
<i>TS</i>	\$ 108,000	467-1996-000325 - Parking - Janitorial
<i>TS</i>	\$ 14,000	467-1996-000325 - Parking - Pressure cleaning
OBPI	Total	\$1,879,139

Financial Impact Summary: The annual cost associated with City-wide janitorial services is subject to funds availability approved through the annual budgeting process. Account information and availability of funds shall be verified and approved for each request prior to procuring the services. The funding and accounts noted above are the FY 2014 budget amounts.

City Clerk's Office Legislative Tracking:

Alex Denis, Extension 6641

Sign-Offs:

Department Director	Assistant City Manager	City Manager
AD <i>TS</i> EC <i>EC</i>	MT <i>TS</i> KGB <i>TS</i>	JLM <i>JLM</i>

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MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMISSION MEMORANDUM

TO: Mayor Philip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager 

DATE: February 12, 2014

SUBJECT: **REQUEST FOR APPROVAL TO AWARD A CONTRACT, PURSUANT TO INVITATION TO BID NO. 269-2013ME, FOR JANITORIAL SERVICES, CITYWIDE.**

ADMINISTRATION RECOMMENDATION

Approve the award of contract.

KEY INTENDED OUTCOME SUPPORTED

Ensure well maintained facilities and ensure quality and timely delivery of capital projects.

FUNDING

The annual cost associated with City-wide janitorial services is subject to funds availability approved through the annual budgeting process. Account information and availability of funds shall be verified and approved for each request prior to procuring the services. The funding and accounts noted above are the FY 2014 budget amounts pending Commission approval.

\$ 820,159	520-1720-000325 - Property Management
\$ 242,730	435-9962-000325 - Sanitation - Beach Front restrooms
\$ 15,600	435-0430-000325 - Sanitation
\$ 37,500	011-1210-000325 - Fire
\$ 3,250	425-0410-000325 - Public Works
\$ 3,100	425-0420-000325 - Public Works
\$ 3,000	427-0427-000325 - Public Works
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\$ 300,000	480-0463-000325 - Parking - Janitorial
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\$ 16,000	142-6976-000325 - Parking - Pressure cleaning
\$ 95,500	463-1990-000325 - Parking - Janitorial
\$ 16,000	463-1990-000325 - Parking - Pressure cleaning
\$ 108,000	467-1996-000325 - Parking - Janitorial
\$ 14,000	467-1996-000325 - Parking - Pressure cleaning
<u>\$1,879,139</u>	

BACKGROUND

The purpose of Invitation to Bid (ITB) 269-2013ME was to establish contracts by means of competitive sealed bids to qualified providers of janitorial services. These contracts shall remain in effect for an initial year term of three (3) years, with an option to renew for an additional two (2) one-year periods, to be exercised at the City Manager's sole discretion.

The contracts consist of providing janitorial services to City facilities and parking garages which include administrative offices, recreational facilities, parking facilities and public restrooms. The awarded companies shall provide all supervision, administrative support, labor, subcontractors, materials, supplies and equipment, and shall plan, schedule, coordinate and assure effective completion of all required services.

The specifications of this ITB were reviewed by the Sustainability Committee. Accordingly, the ITB was issued with language which will require the successful vendor to use environmentally-preferable cleaning chemicals and paper products & plastic trash bags/liners and maintain cleaning standards.

ITB PROCESS

Invitation to Bid (ITB) 269-2013ME was issued on June 7, 2013, with an opening date of July 12, 2013. A pre-bid conference and site visit to representative locations included in this ITB scope of services was held on June 18, 2013. During the pre-bid conference, prospective bidders were instructed on the procurement process and the information their respective proposals should contain.

The Public Group issued bid notices and 42 bidders accessed the advertised solicitation which resulted in the receipt of the following thirteen (13) bids:

1. Staffcaft Miami Corporation
2. DTZ –UGL Services
3. Omarcio Cleaning Services, Inc.
4. Service Keepers Maintenance, Inc.
5. Professional Building Services
6. Federal Janitorial
7. OJS Systems, Inc.
8. Stockton Maintenance Group, Inc.
9. American Multiservices & Janitorial
10. United Services, Inc.
11. ABM Services, Inc.
12. Vista Building Maintenance Services, Inc.
13. ISS C&S Building Maintenance Corporation

The ITB stated that the lowest responsive, responsible bidder meeting all terms, conditions, and specifications of the ITB will be recommended for award per location, group, or in its entirety, as deemed in the best interest of the City. Veterans and local preferences will be applied as applicable in the tabulation of bid prices received. Please note that neither veteran nor local preference was applied to any of the bidders. In the review of bids received and consideration of award, the City reserves the right to waive nonmaterial irregularities or technicalities in a bid received.

City locations are categorized into two (2) groups. Bidders were required to submit prices for all location within one group and provide prices for additional services within each group for services that may be needed and could be added and/or deleted as needed throughout the life of the contract. Please refer to Appendix A for the locations included in each group.

Below is a summary of the pricing submitted by all bidders for each group. Please note that mathematical errors were corrected by Procurement.

PROPOSER	BID GROUP 1
United Services Inc.	* \$ 840,026.64
Service Keepers Maintenance	**\$ 905,526.96
American MS Janitorial	\$ 922,967.88
ISS Facility	\$ 931,024.20
Omarcio Cleaning	\$ 968,973.60
Federal Janitorial	\$ 1,093,780.08
OJS Systems	\$ 1,231,440.00
DTZ	\$ 1,248,947.69
Staffcaf Miami	\$ 1,317,100.00
Vista Building Maintenance	\$ 1,401,110.76
Professional Building Service	\$ 1,478,770.59
ABM Janitorial	\$ 1,559,099.76
Stockton Maintenance Group	\$ 1,807,100.30

* Lowest responsible and responsive bidder per group.

** Second lowest responsible and responsive bidder per group.

PROPOSER	BID GROUP 2
United Services Inc.	*\$ 518,842.56
ISS Facility	**\$ 564,379.20
American MS Janitorial	\$ 604,086.84
Omarcio Cleaning	\$ 612,322.32
Professional Building Service	\$ 617,220.00
Federal Janitorial	\$ 659,447.04
Service Keepers Maintenance	\$ 668,289.84
OJS Systems	\$ 670,620.00
DTZ	\$ 714,845.03
Stockton Maintenance Group	\$ 737,960.15
Vista Building Maintenance	\$ 899,978.40
ABM Janitorial	\$ 1,310,582.28
Staffcaf Miami	N/B

* Lowest responsible and responsive bidder per group.

** Second lowest responsible and responsive bidder per group.

United Services, Inc. is the lowest responsive and responsible bidder in both groups. Therefore, it is recommended that both groups be awarded to United Services, Inc. The secondary bidders are Service Keepers Maintenance and ISS Facility for Group 1 and 2, respectively. The secondary bidders will be utilized in the event that the primary bidder underperforms or fails to provide services as required under the ITB.

United Services Inc. has been in business for 26 years. The following is a brief summary of the experience of the company:

- United Services Inc. services over 39 building within and for the City of Miami including administrative and ancillary services, gyms, parks, theaters, overnight facilities, and boat Marianas.
- United Services Inc. provides services to all areas for Mary Brickell Village including several square city blocks of varying client types. The scheduling of services and the time of completion is critical to the ongoing success of the complex. Employees with varying skills for the cleaning of settings entirely different in scope and scale are needed to ensure the effective completion of each and every task at this location.
- United Services Inc. is responsible for 49 buildings located within the City of Newark with thousands of visitors. The buildings vary in purpose, from City Hall and the Mayor's Office to educational buildings offering City sponsored classes, police stations, and courthouses.
- United Services Inc. provides services to New Jersey Institute of Technology, with an average of one new building a year since 1984. United Services Inc. is responsible for all the periodical maintenance within the majority of these buildings. They have also provided pre & post construction services clean-up during these construction phases.

State of the art equipment, along with strategic placement of chemical command dispensing systems, and the use of a computerized work order tracking software to calculate the proper amount of work per night for the employees made possible for United Services, Inc. to create consistency and in line with the customer task frequently schedule.

CITY MANAGER'S DUE DILIGENCE

After considering the review and recommendation of City staff, the City Manager exercised his due diligence and carefully considered the specifics of this ITB process. As a result, the City Manager recommends to the Mayor and City Commission to award the contract to United Services, Inc. the lowest responsive and responsible bidder. Further, in the event that the primary bidder underperforms or fails to provide services as required under the ITB, recommends awarding contract to the secondary bidders, Service Keepers Maintenance and ISS Facility for Group 1 and 2, respectively.

UPDATE REQUESTED BY THE CITY COMMISSION ON SEPTEMBER 11, 2013

At the September 11, 2013, this item was presented for consideration by the City Commission. After discussion, the Commission deferred the item and requested that a staffing plan by the recommended contractor be provided.

On October 4, 2013, United Services Inc. provided the staffing plan, included in Appendix B. Highlights of the Staffing Plan include:

- Organizational Chart: The organizational chart includes a plan for contract-specific managers and supervisors.
- Start-Up and Transition Plan: This section addresses the desire to consider retaining current contractor staff.
- Employee Recruitment/Development: This section addresses how employees are recruited and retained, including training to reduce turnover, improve employee morale and enhance customer service.
- Staffing Plan: This section addresses how the necessary hours to service each facility

translates into equivalent full time not part time positions.

- Communication and Responsiveness: This section addresses the firm's plan to maintain responsiveness and communication, including a 24 hour hotline.

The current janitorial service contracts require five (5) days of service, utilizing three contract providers with a total of full-time and part-time janitorial service employees as indicated in Table 1. Part-time employees are those employees working 35 hours or less per week. Full-time employees are those employees working 40 hours or more per week. The source of information for the staffing figures reported for the current contractors is the payrolls submitted and confirmed by each firm. The proposed new contract calls for a reduced level of service varying from two (2) to three (3) days for most facilities while maintaining the status quo for other facilities. The staffing levels proposed by the recommended contractor maintains a hybrid of part-time and full-time employees with the totals also indicated in Table 1.

ISS	4 FT	8 PT
Professional Building Services	5 FT	0 PT
Omarcio	5 FT	10 PT
Totals	14 FT	18 PT
United Services (Proposed)	24	55

United Services, Inc. intends, as part of their startup and transitioning process, to transfer any and all existing employees. United Services has noted that it is an advantage to an incoming firm to be able to retain employees familiar with the client and required practices. However, the employees will need to meet the hiring requirements and qualifications, including passing the necessary background checks. Background checks were not required in the current contract. Additional employees will be hired from solicitation in local papers.

Notwithstanding the above, it is important to that the contract is structured as a *performance-based* contract which emphasizes the performance required rather than the number of employees a given contractor must deploy. Within 90 days of contract commencement, United Services will report to the City the current contractor employees that have been retained and reason(s) why any current employee may not have been retained.

In addition to the results of the ITB highlighted herein, the Administration reached out to Respect of Florida (Respect), an organization that provides employment opportunities for individuals with disabilities, to inquire about the possibility of the City contracting with Respect for services on some or all sites. However, the pricing proposed by Respect is significantly higher, approximately double, than the pricing proposed through the ITB.

CONCLUSION

The Administration recommends the award of the contract to United Services, Inc., the lowest responsive, responsible bidder pursuant to Invitation to Bid (ITB) 269-2013ME, for janitorial service, citywide, and further, in the event that the primary bidder underperforms or fails to provide services as required under the ITB, recommends awarding contract to the secondary bidders, Service Keepers Maintenance and ISS Facility for Group 1 and 2, respectively.

JLM/MT/KGB/AD

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APPENDIX “A”

LOCATIONS PER GROUP

Group 1 LOCATION	GROUP 2 LOCATION
City Hall	South Pointe Park Ocean Rescue Facilities & Activity Room
City Hall Garage Offices	Scott Rakow Youth Center Complex
777 Building	Scott Rakow Youth Center Ice Rink
555 Building	South Shore Community Center
Fleet Management	21st Street Recreation Center
Sanitation Building	North Shore Rec & Tennis Center
Police Athletic League and Rec Center	Normandy Shores Park
Police Station	Normandy Shores Guardhouse
Fire Station #2 Administration	Normandy Isle Park & Pool
Fire Station 2 Support Services / EOC	Parks Maintenance Facility
North Beach Police Substation	Ocean Front Auditorium
Property Mgmt Office & Maintenance	Beach Patrol Office
Public Works Operations Building	Flamingo Park Pool
Marine Patrol Office and Public Restroom	Flamingo Tennis Center and Restrooms
Police Internal Affairs (225 Washington)	Flamingo Park Baseball, Football Stadium & Softball Field Restrooms
S. Pointe Park Beach Public Restroom	North Shore Open Space Offices
3rd Street Beach Front Public Restroom	Muss Park Pavilion & Restroom
6th Street Beach Front Public Restroom	Crespi Park Center & Restroom
10th Street Beach Front Public Restroom	Tatum Park Center & Restroom
14th Street Beach Front Public Restroom	Stillwater Park Center & Restroom
21st Street Beach Front Public Restroom	Fairway Park Center & Restroom
35th Street Beach Front Public Restroom	12th Street Parking Garage
46th Street Beach Front Public Restroom	16th Street Parking Garage
53rd Street Beach Front Public Restroom	17th Street Parking Garage
64th Street Restrooms	42nd Street Parking Garage
Unidad Senior Ctr Public Restrooms	13th Street Parking Garage
7th Street Parking Garage	
City Hall Parking Garage	
Pennsylvania Parking Garage	
Sunset Harbor Parking Garage	
Parking Department Operations Building	

APPENDIX “B”

UNITED SERVICES STAFFING PLAN



UNITED SERVICES, INC.
— Our Success Is Customer Driven.

October 3, 2013

Mrs. Maria Estevez,
City of Miami Beach
Procurement Assistant Director
CPPO, CPPB,
Department of Procurement Management
1700 Convention Center Drive,
Miami Beach, FL 33139

Mrs. Estevez;

Pursuant to the requests made of United Services during our meeting, please find enclosed all the additional information that was requested, that we believe answers all of the questions as they were asked of us.

Thank you for your time and in the event that you require any additional information, please do not hesitate to contact me at your earliest convenience at 877-874-2447.

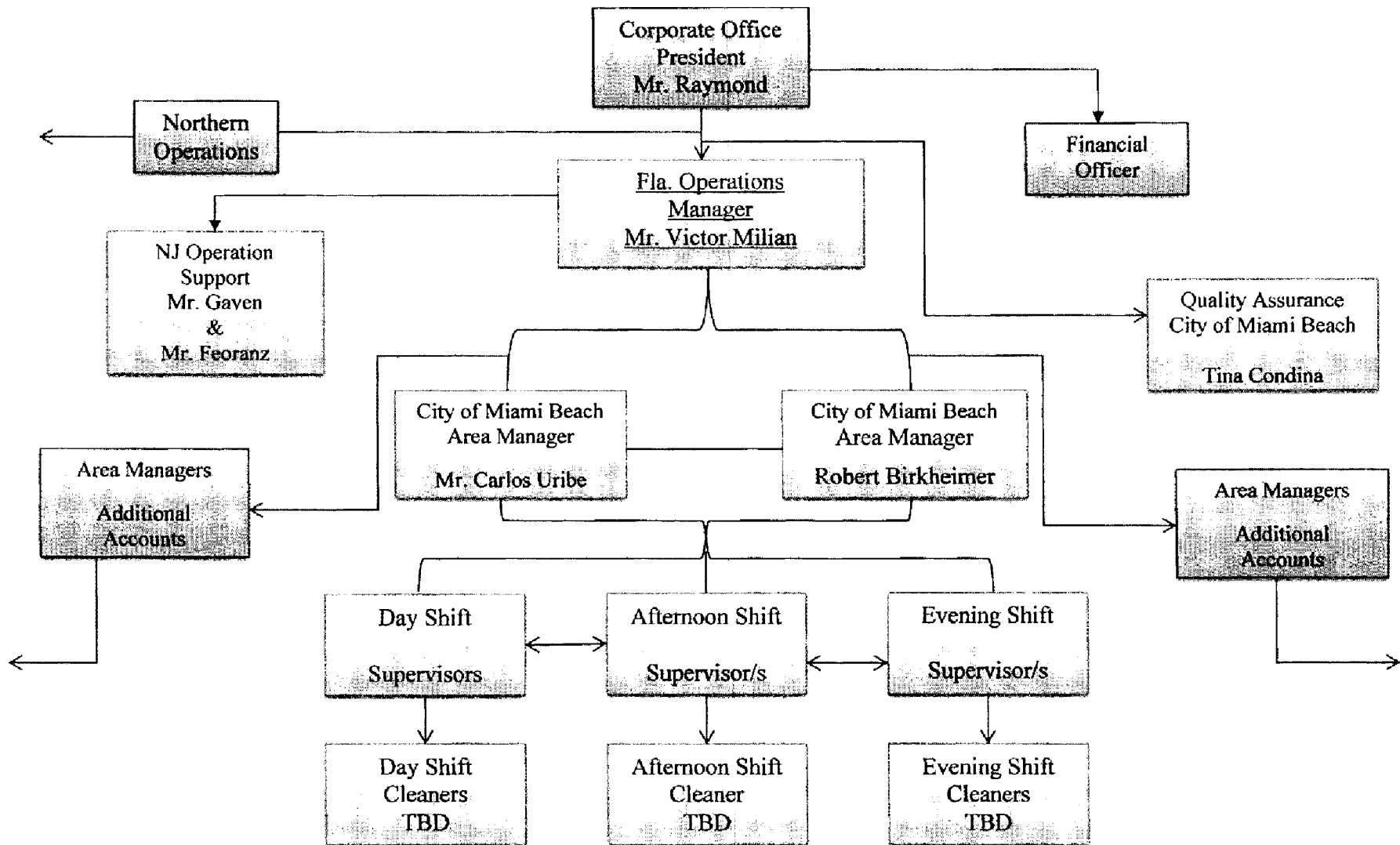
Respectfully;

Raymond Pardo
President
United Services, Inc.

Enclosure

CORPORATE ORGANIZATIONAL CHART

United Services, Inc.



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START-UP & TRANSITION

Once United Services, Inc. has been awarded the contract, our tentative action plan will be implemented. The corporate office will initiate mobilization of our Miami office to prepare for an impending start-up, of which select individuals within the company will be responsible for initial oversight and manning. At the very onset of the City of Miami Beach contract, United Services, Inc. will have corporate management as well as the Regional Manager that will have ultimate responsibility for the account, and the site supervisor on-site. They will remain with the account for the entire phase-in and mobilization period. We expect this to last no more than 45 days.

We will then respectfully request a meeting with site management. Issues that we will look for immediate resolve to, will be staffing, cleaning times and schedules, keys, access codes, badging, secured areas, uniform appearance and acceptance, storage access for pre-identified equipment and supplies, vehicles, communication devices and their respective frequency use approval, logistics and other pertinent data, to the initial start-up/transition phase. Equipment, supplies and the necessary transportation vehicles we believe we will need, will be ordered and upon delivery tagged and placed in their respective building locations.

Once access to the areas is granted, the regional manager as well as the account manager and quality assurance inspector will begin the painstaking process of loading and confirming all plant data, from square footage of areas, to wall and floor type, into our computerized database for eventual use in our Quality Improvement Program, and our Work Order/Time Management Tracking Software Program. During these rounds, building occupants may be questioned as to preferences that are not qualified or quantified by the contract specifications. Because this is very time consuming, we look to begin this task as soon as practically possible. Simultaneous to that effort, United Services Inc. will begin to arrange for interviews of existing personnel. Current cleaning management & staffing will be interviewed for potential hire. Where the client is in acceptance, United Services Inc. prefers to hire some of the existing personnel, allowing for a somewhat smoother transition period. Familiarity with buildings, areas, keys and other logistical information can make a considerable difference during a phase-in and mobilization period.

Since we expect to have additional employees on-hand to ensure a smooth transition of the contract, we will also be placing ads at this time in the local papers, for recruitment of additional qualified personnel.

United Services Inc. corporate office will look to begin in-servicing and training groups of the qualified employees on our policies and procedures, the products we use and their application, equipment, and what they can expect from us as well as what we expect from them.

Employees will begin to be designated areas of responsibility, ensuring each individual is aware of what is expected of him/her. Cross training will ensure that when an individual is unexpectedly out, someone is capable of filling the position.

The corporate office will then look towards oversight of the account rather than active participation on a day-to-day basis. Visits will be bi-weekly from a Regional manager and or a Quality Assurance Inspector. We will look to arrange monthly meetings with the client in order to establish a clear channel of communication between not only our account manager, but the client as well. A quarterly visit from the president or vice president of the company will ensure that the client is receiving the attention and service that it has requested.

Inclusive in that transition, is the transfer of any and all existing employees that the City of Miami Beach feels may be beneficial, inclusive of supervision and management. This can only be done however, in the event that the employees not only meet the hiring requirements placed upon us by the city contract, that they be approved by the city as a candidate the city wishes to continue to benefit from as an excellent employee, and that they meet the hiring qualifications, pass the necessary background checks etc., of United Services, Inc. Certainly existing employees aide in a smooth transition, so it would certainly be our intent to look closely at each and every employees the city may recommend.

United Services, Inc. will also establish a pool of cleaning personnel, available for dispatch on notice, in the event additional personnel are ever needed, an employee calls out sick, vacation or other emergent needs arise for replacement or additional coverage. United Services, Inc. will ensure that all members of this pool are pre-qualified and approved for work by the City of Miami Beach for employment on the site.

OBJECTIVE	TIMELINE			
STARTUP TRANSITION:	45 days	Start Date	Finish Date	Remarks
Letters of Introduction				
Establish Chain of Command				
Establish Local Mobilization Office Area				
Meet with Site Management & Representatives				
Formulation of Advisement Committee				
Order, Equipment, Supplies, Vehicles & Comm. Devices				
Uniform Approval				
Key Access Identification				
Compilation of Computer Data				
Develop Site Specific QA Program				
Employee Hiring & Processing				
Drug Testing Implementation				
Badging, Fingerprinting & Final Processing				
Job Description, Job Requirements Handout				
Installation/Education of Command Centers				
Orientation & In-Services				
Uniforms & Lockers				
Office Installations				
Introduce Preliminary Work Plan & Schedules				
Emergency Contact/On-Call List Development				
Emergency Plan(s) Review, Development				
Equipment & Supplies Product Approval Lists				
Tag & Chart Integral Equipment				
Implement Color-Coded Bucket & Ringers				
Inflate Incentive Program				
Create & Implement Snow Plan				
Accurate Daily Log Development & Implementation				
Employee Manual/Distribute				
Address Contingency Issues				



Employee Recruitment & Development

Employee Recruitment

United Services is able to attract qualified, experienced employees who require a stable job with regularly scheduled hours. Our continued success provides many opportunities for advancement and promotion from within. In previous years United Services has grown significantly, yet we have not hired any employees who are unfamiliar with our company. Friends of current employees refer the majority of our prospects to us. Affiliations with local colleges and vocational centers also ensure a quality applicant to choose our work force from. Our open-door policy, combined with providing well-supervised and steady work, has helped us provide exceptional staff.

We have found that prospects are attracted to United Services for its reputation for providing stable, regular work hours in a healthy and safe work environment. Also, by having the proper amount of supervision and training, they receive the total support of our opportunities for advancement. In addition, because we promote from within, it helps us to attract and retain qualified personnel.

Employee Development

The hiring process at United Services begins with the completion of our Employment Application. Representatives from our Human Resources Department are available to assist applicants if necessary.

The applicant is then interviewed. The interview process focuses on the individual's work history, an analysis of previous cleaning experience and the suitability of placement at current or anticipated job openings/locations.

A second interview with an Operations Department Manager is held in order to ensure that job placement and job location specifications are clearly understood by the

applicant. As well as serving as a second screening level, this interview acts as the initial orientation to the requirements of the job site.

The orientation session consists of three phases:

- Overview of United Services
- Employee orientation
- Customer orientation.

The first phase of the orientation program provides the new employee with an overview of the company. This phase includes information on the company's origin and growth, current size and composition, position in the marketplace, commitment to customer satisfaction, and expectations for the future. This phase also includes a description of our company benefits, employee-related programs, and career opportunities within the company.

We offer the following training guides to our cleaners and supervisory personnel. Training and safety videos will be shown. Our training has the following objectives:

- Reduce employee turnover, and Improve work quality
- Improve employee morale and production
- Enhance customer satisfaction

These videos were prepared and researched by BSCAI, the world's largest organization devoted to promoting professionalism within the industry by furthering education to its membership. All new employees attend the class as part of their training and Quality Improvement Program. Each employee is trained by a United Services Inc. certified training supervisor and tested upon completion. Upon passing the test, each employee receives certification for having satisfactorily completed the course.

The following videos are used:

- Employee Orientation
- Quality Control
- Customer Relations
- Safety in the Workplace
- The Art of Care-Taking

Once employed, United Services motivates its employees by recognizing our personnel in the following ways:

- Providing thorough pre-employment and on-site training a well-educated employee.
- Creating a positive work environment at each location and providing outstanding supervision.
- Offering opportunities for advancement.
- Keeping employees informed about the company's business.
- Recognizing our employees for their years of service and for outstanding performance.

In many locations, United Services (with agreement from the client) has been able to implement an "employee of the month" program, whereby we recognize outstanding performance on a monthly basis. The employee receives a gift certificate or cash reward, and his or her picture is posted in recognized areas, along with our newly developed merit badge system, which enables the employee to be recognized by his peers as well as the entire public for his or her accomplishments.

Staffing Concerns

Concerns were voiced to United Services, Inc. referencing what was describe as two varying submittals by United Services with regard to the appropriate staffing that United Services, Inc. was proposing for the City of Miami Beach.

Keeping in mind the complexity of the contract, and the fact that many buildings/sites will require the utilization of a part time employee, United Services corporate personnel agreed in a meeting that we believed the utilization of part time employees would be somewhere around 20-25% of the employee base, thereby best serving the City of Miami Beach, while simultaneously allowing United Services flexibility in our staffing schedules.

Our consultant chose to use 20% in his formulation for part time staff and our vice president elected to use 25%.

It will be the intent of United Services, Inc., based on a further analysis, to provide the city of Miami Beach with a firm and concrete number of full time employees versus part time employees.

We are certain however, in our formula for the total number of **hours** we will be providing the City of Miami Beach for a total, complete and comprehensive cleaning service, as requested within the contract specifications. That breakdown, to full and part time employees will be a constant changing dynamic during the initial start-up, as we search to maximize the utilization of full time employees versus part time.

Preliminary Staffing Plan

City of Miami Beach

<u>Building</u>	<u>Staffing hours</u>			<u>Approx. # of FTE-PT</u>
	<u>Tuesday & Friday</u>	<u>Mon-Wed-Thurs</u>	<u>Sat & Sun</u>	
City hall	24	24		1 FTE- 4 PT
Offices located at the city hall Parking	16	16		1 FTE- 2 PT
77 Building	7	2		1 PT
55 Building	4	1.5		1 PT
Scott Rakwo youth center & Ice Rink	12	12	13/7.5	2 FTE- 1 PT
Scott Rakwo youth center & Ice Rink	Included above			
Police Station & Parking Garage	32	12		2 FTE- 4 PT
Fire Station two adm. Building	1.5	1		1 PT
South Shore Community Center	5	2		1 PT
North Beach Police Sub-Station	1	0.75		1 PT
121st Street Recreation Center	4.5	1		1 PT
Ocean Front Auditorium	2	0.5		1 PT
North Shore Bandshell	as Requested Facility			
North Shore Recreation Center	15	15	15.5	2 FTE 1-2 PT
North Shore Open Space Trailer Offices	1	0.5		1 PT
Muss Park	0.75	0.75		1 PT
Prespi Park	0.75	0.75	0.75	1 PT
Statum Park	0.50	0.50		1 PT
Stillwater Park	0.50	0.50	0.50	1 PT
airway Park	0.50	0.50	0.50	1 PT
Normandy Shores Park	0.50	0.50	0.50	1 PT
Normandy Shores Guardhouse	0.50	0.50		1 PT
Normandy Isle Park & pool	4	1		1 PT
Parks Maintenance Facility	1	0.50		1 PT
Property Management Office & Maint	2.5	0.50		1 PT
Beach Patrol Office	0.75	0.50		1 PT
Police Athletic League Building	4	4		1 PT
Flamingo Park Pool	2	2	1	1 PT
Flamingo Park in-out Tennis courts	2	0.5		1 PT
Flamingo-Baseball & Football Stadium	2	2	2	1 PT
Public Works Operation Buildings	3	1		1 PT
Parking Department Operations	1	0.5		1 PT
Marine Patrol Office & Restrooms	1	0.5		1 PT
South Pointe Park Ocean Rescue	1	0.5		1 PT
Fire Station Two-Suport-EOC	1.5	0.5		1 PT
Police Internal affairs	1	0.5		1 PT
Fleet Management	3	0.5		1 PT
Sanitation	4	0.5		1 PT

Preliminary Staffing Plan
City of Miami Beach

<u>Building</u>	<u>Staffing hours</u>			Approx. # of FTE-PT
	<u>Tuesday & Friday</u>	<u>Mon-Wed-Thurs</u>	<u>Sat & Sun</u>	
South Pointe Park Rest room	(6FTE' will be assigned to all Restrooms.)			6 FTE
Third St. Restroom	(6FTE' will be assigned to all Restrooms.)			"
South St Restroom	(6FTE' will be assigned to all Restrooms.)			"
10th. St. Restroom	(6FTE' will be assigned to all Restrooms.)			"
14th. St. Restroom	(6FTE' will be assigned to all Restrooms.)			"
21st. St. Restroom	(6FTE' will be assigned to all Restrooms.)			"
25th. St. Restroom	(6FTE' will be assigned to all Restrooms.)			"
36th. St. Restroom	(6FTE' will be assigned to all Restrooms.)			"
53rd. St. Restroom	(6FTE' will be assigned to all Restrooms.)			"
74th. St. Restroom	(6FTE' will be assigned to all Restrooms.)			"
Inidad Senior Citizen Public Restrooms	(6FTE' will be assigned to all Restrooms.)			"
	<u>Tuesday & Thursday</u>	<u>Fri-Mon</u>		
11th Street Garage	11	16		1 FTE - 2 PT
12th Street Garage	4	4		1 PT
13th Street Garage	4	4		1 PT
16th Street Garage	11	16		1 FTE - 2 PT
	<u>Mon-Sun</u>			
17th Street Garage	16			2 FTE - 2 PT
	<u>Mon-Fri</u>	<u>Sat & Sun</u>		
2nd Street Garage	6	2		2 PT
	<u>Tues-Thurs</u>	<u>Fri-Mon</u>		
City Hall Garage	11	16		2 FTE - 2 PT
	<u>Mon-Sun</u>			
Pennsylvania Garage	18			3 FTE - 1 PT
Sunset Harbor Garage	4			2-PT



City of Miami Beach & City of Miami

United Services, Inc. has been providing janitorial services to the City of Miami for the past four years and we believe, while we have others as well, this account bears many similarities as the City of Miami Beach contract does.

Each of the accounts is similar in the number of buildings, both having in excess of 50. The range of buildings and the utilization within, share similarities as well, with both constituting a make-up of city provided, service buildings.

The cleaning employee count for each of the cities is very similar, as well as the make-up of those employees, that being the need for day porter services, night cleaning services, part time work at numerous buildings, and the need for vehicular cleaning routes.

That also translates into similar supervision requirements, equipment, and in many cases supplies required by the contract.

And while the contract value looks different, it is in fact very similar when you take into account that one utilizes a living wage, and one does not. When you remove the difference that the hourly rate creates in the contract value, one can see that they are very similar indeed.

With the City of Miami Beach contract so close in size, complexity and demographics, and the contract being right in our "wheel-house," we believe this will aid not only the City of Miami Beach in a smooth transition, but also in the constant provision of cleaning services.



Summary of Continued Quality Improvement Program

Our CQI Program is comprised of Two (2) major components;

1. **Standard Quality Improvement Program (Inspection/Follow up)**
2. **Formal Quality Circle Meetings**

The Standard Quality Improvement portion of the program implements the process of inspection, follow up, and documentation. A computer QI software program, which performs the tasks of randomly selecting inspection areas, supports the Standard Quality Improvement Program. Each day a representative amount of areas/rooms are selected by the computer (at random) for inspection. The quantity of inspections for the day are based upon population fields to create a representative sample. The software system is also used for creating an electronic file of inspections and results. In addition to this, the Housekeeping Manager and Supervisors conduct daily or weekly Formal Rounds of the accounts. During the rounds all aspects of quality are reviewed, including satisfaction level of the staff and visitors in the areas.

The Formal Quality Circle portion of the program implements the more contemporary concepts of Total Quality Management by creating Quality Circle teams made up of participants in the provision of the services, as well as participants of the recipients of the service. Monthly meetings are conducted in a structured format to review results of the standard QI program and to provide a format in which new ideas and recommendations can be presented for group review. The Follow Up on the results of both components is utilized in different ways to enhance and improve quality. In both cases the results are made public to all housekeeping employees by posting on a Departmental Quality Board displayed in the Housekeeping Office.

The Standard Quality Improvement results are used as guides for; **Re-performance, Retraining, Disciplinary Action & Quality Circle Meetings.**

The Quality Circle results are used as guides for **Redefinition of Methods, Retraining, in new Methods & Progress Reviews.**

Safety & Accident Prevention

United Services Inc. Safety Manual has policies and procedures in place to help protect our workers and those within the facilities. Our policies looks to; aside from designating a safety manager;

- Minimize health and safety risks by providing safe and healthy work environments, preventing unsafe acts, conditions and controlling exposures to health and safety hazards in the workplace.
- Provide and assure that appropriate health and safety programs exist, are current and are in the place.
- Control health hazards in the workplace and assure that employees are informed of hazards and how to protect themselves from overexposure.
- Communicate to employees all mandated medical findings and advise of appropriate actions to be taken.
- Assure all managers and employees have received orientation, instruction and training in health, on-going safety, policy and procedure and environmental protection matters.
- Require that all health, safety, environmental protection and loss-control practices, standards, laws and regulations are being observed relating to people, facilities, materials, processes, wastes and the environment.

Staffing Contingency Plan

United Services Inc. looks to bargain in good faith with the collective bargaining unit in an effort to maintain harmony at all costs. We will also look for the insertion of a no strike-no lockout clause that would prohibit strikes, sympathy strikes, slowdowns, sick-outs or any other forms of work stoppage, allowing for resolve of disputes jurisdictionally.

We will also forge relationships with local colleges, technical and vocational centers as well as contact local social services and unemployment offices to establish a "pool" of workers from which to draw from in the event of the unforeseen. Out of state pools of workers would be scheduled to spend specific periods of time at the account aiding in the daily work performance. Overtime would be used on an open basis, as would the use of management in ensuring that tasks were performed as scheduled.

Security and Transportation in and out of the facility can be provided for the protection of the employees during strikes and/or picketing. Employees compensation can be modified for the undo hardship placed upon them.

OSHA Incident Rate

United Services Inc. is proud of our record within the Occupational and Safety Health Act in that we have 0 incidents on record over the course of the last 5 year period. Consequently our severity rate is excellent.



Communication & Responsiveness

We believe ourselves to be on the cutting edge in the use of technology to serve our customers. As a company, we are continually searching for ways to improve our service. As an example, our Quality Improvement Manager utilizes a Dell Inspiron Notebook to reduce the time it takes to conduct and process an inspection. Our corporate office, as well as each corporate account, have computers that are connected to a corporate wide network, facilitating the ease of communication.

Each manager is well trained in computers, the use of various programs such as Microsoft word, excel, powerpoint and outlook, and our various preventative maintenance and work order time management tracking systems. We make the effort so that we can communicate via e-mail over the Internet, our network, beepers, portable radios and our 24-hour toll free line.

We encourage two-way communication and we have the personnel and systems in place to facilitate this. We furnish regional managers, managers, lead men and workers that are in a facility by themselves two-way communication devices, enabling not only United Services Inc., but the customer the option of contacting them immediately.

We believe a successful company is one that responds promptly and efficiently. United Services Inc maintains a toll free, 24-hour line, which puts you in touch with someone who has answers immediately. Our toll free line, 1-877-USI-24HR is designed to guarantee you an immediate response, when you need one most.

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