



M E M O R A N D U M

SUBJECT: Audit of Metrorail Stations
Garage Cleaning
(OIG 20-05)

DATE: December 31, 2019

FROM: for OIG – Geoffrey Cherrington

TO: GMGR – Paul J. Wiedefeld

The Office of Inspector General (OIG) observed unsafe and filthy conditions at Metrorail station garages over a 20-month period. These observations included: human feces and bottles of urine in multiple garages; used condoms; significant amounts of trash and debris; broken glass; unsanitary elevators and numerous overflowing trash cans. This filth was not cleaned on a daily basis as required by Washington Metropolitan Area Transit Authority (WMATA) and remained in place for days, weeks, and even months.

These conditions occurred because 84 percent of the time contracted cleaning personnel were not performing their garage cleaning duties. Moreover, some contract employees were not working their full eight-hour shift. For example, OIG observed a contract employee at the West Falls Church Station who worked only 5 minutes of an 8-hour shift, emptying two trash cans before leaving early for the day. Similar behavior at other parking garages was repeated day-after-day. The root cause of these issues was the lack of oversight by WMATA and contractor officials. There was also little to no implementation of controls over the garage cleaning process, or of the contract employee's time and attendance.

As a result of these parking garage conditions, risk of harm to the riding public increases; rodents and other vermin are attracted to the parking garages; and WMATA's reputation is jeopardized due to unsightly conditions. In addition, OIG estimated WMATA spent over \$2.2 million for contracted cleaning services that were not performed over a two year period.

In March 2019, the OIG informed WMATA of conditions at the Metrorail station parking garages and discussed not extending the labor hour contract. WMATA extended the contract for four months at an additional \$1.8 million to have time to procure a new contract. In June 2019, OIG conducted seven garage site visits that showed the same conditions. Despite these findings, WMATA planned on extending the contract to January 2020. However, WMATA subsequently let the contract lapse on July 31, 2019, saving \$2.4 million.

Background

The Office of Plant Maintenance (PLNT) is responsible for cleaning and maintenance services at 91 rail stations, 29 rail station parking garages, 62 facilities (rail yards, bus divisions and administration office buildings), and 255 surface parking lots. These facilities are cleaned and maintained daily and on an annual basis. Station managers and PLNT supervisors are responsible for inspecting stations and facilities for safety and cleanliness.

A labor hour contract in part for garage cleaning was executed in April 2013 with a base year and four option years. The final option year ended in June 2018. However, the contract was extended several times until July 31, 2019.

Under the terms of the contract, the contractor agreed to provide laborers to perform custodial services at Metro facilities, 22 garages, bus loops and parking lots. The contract was estimated to cost \$1,732,500 per year, totaling approximately \$8.8 million for the entire 5-year contract period. The actual expenditures in calendar year 2018 were \$4,134,567, see Chart 1. This amounted to a \$2,402,067 (or a 139 percent) increase since the inception of the contract. Lastly, 19 contract modifications were executed on this contract. The last modification increased the total contract value up to \$19,219,885. The unexecuted 20th modification would have increased the total contract value to \$21,644,885.

Chart 1: Spend Analysis on Labor Hour Contract



Prior Review Coverage

A Management Alert was issued by OIG on August 7, 2018, which reported concrete deterioration in the parking garage attached to the Huntington Station and fallen concrete in the mezzanine area, which occurred on July 31, 2018. On August 10, 2018, WMATA management announced the south parking garage at the Huntington Station would be closed indefinitely in preparation for demolition. During this timeframe, WMATA management was informed of the parking garage cleanliness issues at the Huntington Station parking garages.

What is Required

WMATA's *Metrorail Stations Standard Operating Procedure (SOP) Handbook*, under SSOP #1 states, "station managers shall hourly conduct five to ten-minute periodic inspections of their station' interior and exteriors including parking conditions for unsafe conditions, equipment failures and station cleanliness conditions. Any such condition detected MUST be rendered safe IMMEDIATELY and reported to the Rail Operations Information Center." The Handbook covers completion of a station condition checklist by the station manager and documentation of defects reported. The defects to be reported cover environmental, rest rooms, platforms, mezzanine, closed-circuit television, communication systems, and lighting.

There are no detailed policies and procedures for garage safety and cleanliness under PLNT. However, PLNT maintains a cleaning schedule and metrics for daily cleaning of routine work including Metrorail station garages. The assigned cleaning schedule and duties for the garages are reflected in Appendix A and B. Additionally, WMATA developed a weekly rail station and facility checklist for custodial supervisors to fill out covering area/assets to be visually inspected for general safety and cleanliness. Deficiencies are noted and assigned to the custodial staff.

The requisite contract required controls are shown in Appendix C. OIG recommended controls are shown in Appendix D.

What We Found


Unsafe and/or filthy Metrorail station parking garage conditions were identified over a 20-month period (November 2017 to June 2019). During garage inspections, OIG observed:

- Human feces and plastic bottles filled with urine in multiple garages
- Condoms and condom wrappers
- Significant amounts of unremoved debris and trash
- Alcohol and beer containers
- Water bottles, cigarette boxes and soda cans
- Unsanitary elevators
- Broken glass and motor oil bottles
- Trash bags with various items and pizza boxes
- Boxes, plates and empty drink containers

- Paper, magazines and coffee cups
- Plastic bags, an old milk container and potato chip bags
- Numerous overflowing trash cans

Many of these conditions were not remediated on a daily basis, as required, and remained in place for days, weeks, and even months. Below are a sample of some of the conditions we observed during our inspections, see Table 1.

Table 1: Unsafe and/or Filthy Conditions in Metrorail Station Garages

| | |
|--|---|
| <p><i>Broken glass spread all over in-between two parking spaces at Glenmont Garage</i></p> <p>This concern was first observed on 11/26/2018 and not addressed during follow-up inspections performed on 11/27/2018, 11/28/2018, 11/29/2018 and 01/16/2019.</p> |  <p><i>Date: November 28, 2018</i> <i>Source: OIG</i></p> |
| <p><i>Broken glass spread all over in-between two parking spaces at Minnesota Avenue Garage</i></p> <p>This concern was first observed on 11/26/2018 and not addressed during follow-up inspections performed on 11/27/2018, 11/28/2018, 11/29/2018 and 01/16/2019.</p> |  <p><i>Date: November 29, 2018</i> <i>Source: OIG</i></p> |

Various litter, debris, water bottles, cigarette boxes, soda cans, etc. observed in Vienna South Garage

Litter and debris in the garage that had not been cleaned up.



Date: January 22, 2019
Source: OIG

Motor oil bottles, cans, alcohol bottles, litter, debris, etc. observed in Addison Road Garage

These items were not cleaned the week of 11/26/2018 during inspections and the follow-up inspections performed on 01/16/2019.



Date: November 29, 2018
Source: OIG

Trash bag with items, beer cans, pizza boxes, litter, debris, etc. observed in Addison Road Garage

These items were not cleaned the week of 11/26/2018 during inspections and the follow-up inspections performed on 01/16/2019.



Date: November 27, 2018
Source: OIG

Litter and debris observed in Huntington Garage



Date: November 14, 2017
Source: OIG

Litter and debris observed in Huntington North Garage



Date: April 23, 2018
Source: OIG

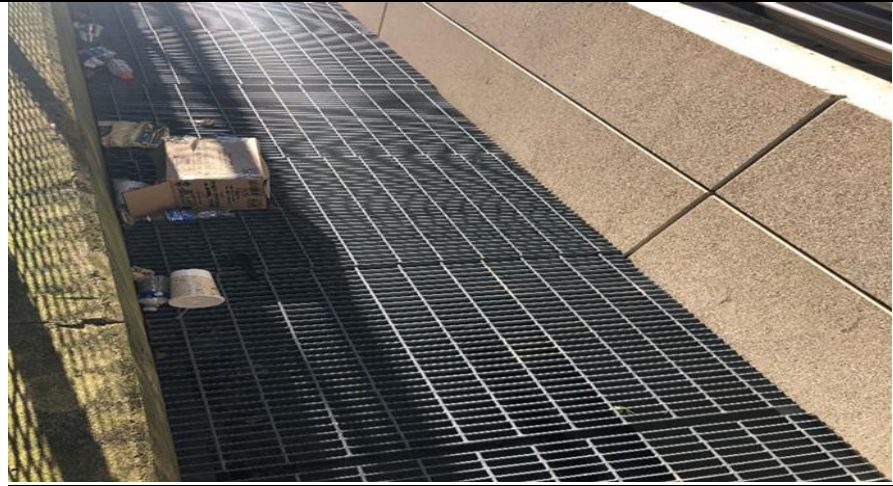
Cigarette butts and trash observed in the Huntington Garage



Date: November 17, 2017
Source: OIG

Litter, debris, alcohol bottles, beer cans, boxes, etc. observed in storm drain in Minnesota Avenue Garage

These items were not cleaned the week of 11/26/2018 during inspections and the follow-up inspections performed on 01/16/2019.



Date: November 27, 2018
Source: OIG

Plates, empty drink containers, litter, debris, etc. observed in Addison Road Garage

These items were not cleaned the week of 11/26/2018 during inspections and the follow-up inspections performed on 01/16/2019.



Date: November 26, 2018
Source: OIG

Full and overflowing trash bins observed in Minnesota Avenue Garage and not emptied for multiple days



Date: November 29, 2018
Source: OIG

Piles of paper, magazines and coffee cups observed in Largo Town Center Garage



Date: November 6, 2018
Source: OIG

Filthy elevator not cleaned observed in Vienna North Garage



Date: January 23, 2019
Source: OIG

Human feces, empty drink containers, bad stench, litter, debris, etc. observed in Addison Road Garage

These items were not cleaned the week of 11/26/2018 during inspections and the follow-up inspections performed on 01/16/2019.



Date: November 27, 2018
Source: OIG

Litter, debris, alcohol bottles, beer cans, boxes, etc. observed outside of storm drain in Minnesota Avenue Garage

These items were not cleaned the week of 11/26/2018 during inspections and the follow-up inspections performed on 01/16/2019.



Date: November 28, 2018
Source: OIG

Full and overflowing trash bin observed in Glenmont Garage



Date: November 10, 2018
Source: OIG

Filthy elevator not cleaned to include newspapers scattered all over the elevator floor observed in Wheaton Garage



Date: November 10, 2018
Source: OIG

Filthy elevator not cleaned observed in West Falls Church Garage

The elevators were not cleaned the week of 11/26/2018 during inspections and the follow-up inspections performed on 01/16/2019



Date: November 26, 2018
Source: OIG

Condoms, condom wrapper, litter and debris observed in New Carrollton Garage



Date: November 28, 2018
Source: OIG

Litter, debris, alcohol bottles, boxes, leaves, etc. observed in New Carrollton Garage



Date: November 27, 2018
Source: OIG

Beer cans, newspapers, water bottle, leaves, cigarette butts, litter and debris observed in Huntington Garage

This concern was first observed on 1/22/2019 and not addressed during additional inspections performed on 1/23/2019 and 01/24/2019.



Date: January 22, 2019
Source: OIG

Full and overflowing trash bins observed in Huntington bus loop

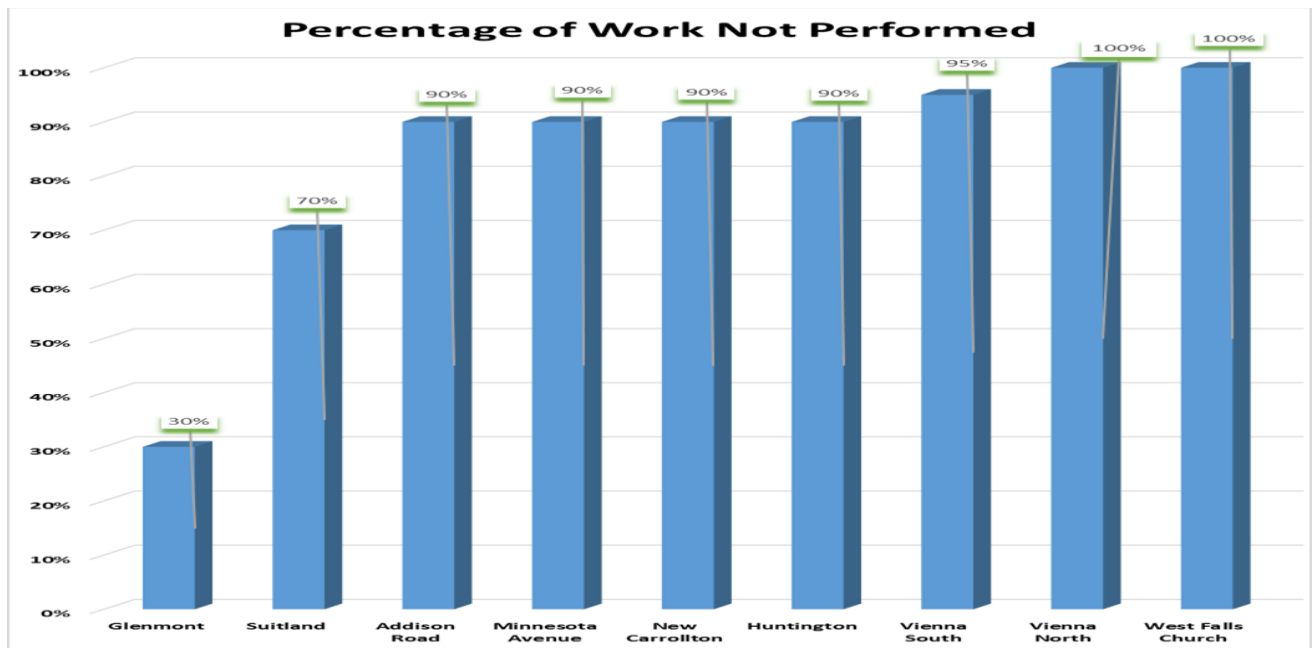


Date: January 22, 2019
Source: OIG

Why This Occurred

The assigned custodial duties were not performed, on average, 84 percent of the time during our observations. In seven of the nine garages inspected, OIG observed little (over 90 percent) to no work being performed, see chart 2 below.

Chart 2: Percent of Work Not Performed in Nine Metrorail Station Garages



Moreover, some contract cleaning employees were not working their full eight-hour shift. We observed:

- A contract employee at the West Falls Church Garage worked only 5 minutes of a scheduled 8-hour shift, emptying two trash cans before leaving early for the day.
- No contract employees at the Vienna North Garage, performed the assigned duties for three consecutive days.
- A contract employee at the Vienna South Garage, worked only 10 minutes of an 8-hour shift, emptying two trash cans and then was not observed the remainder of the day.

The root cause of these issues was a lack of oversight by WMATA and contractor officials. Neither WMATA nor the contractor implemented or consistently followed controls over parking garage cleaning, see Table 2.

Table 2: Controls **Not Implemented or Followed**

| Controls | WMATA | Contractor |
|--|-------|------------|
| 1. Custodians not performing cleaning duties | | X |
| 2. Supervisors not overseeing cleaning duties | X | X |
| 3. Duties not clearly listed and posted at site | X | X |
| 4. Lack of inspections of work and associated report | X | X |
| 5. Lack of detailed policies and procedures for cleaning garages | X | X |
| 6. Lack of detailed check list to check work | X | |
| 7. Contract not detailed describing cleaning tasks | X | |
| 8. Sign in and out logs not maintained | X | X |
| 9. Did not adhere to a required schedule | | X |
| 10. Contractor did not certify the work was completed | | X |
| 11. Inspection reports not accompanying billings | | X |

X - Represents responsibility of process owner

Impact on WMATA

Without clean garages, WMATA increases the risk of harm to the riding public; attracts rodents and other vermin to its garages; and jeopardizes its reputation due to unsightly conditions. OIG estimated WMATA spent over \$2.2 million¹ paying cleaning contractors for work not performed over two years, see Table 3.

Table 3: Monetary Impact of Work Not Performed

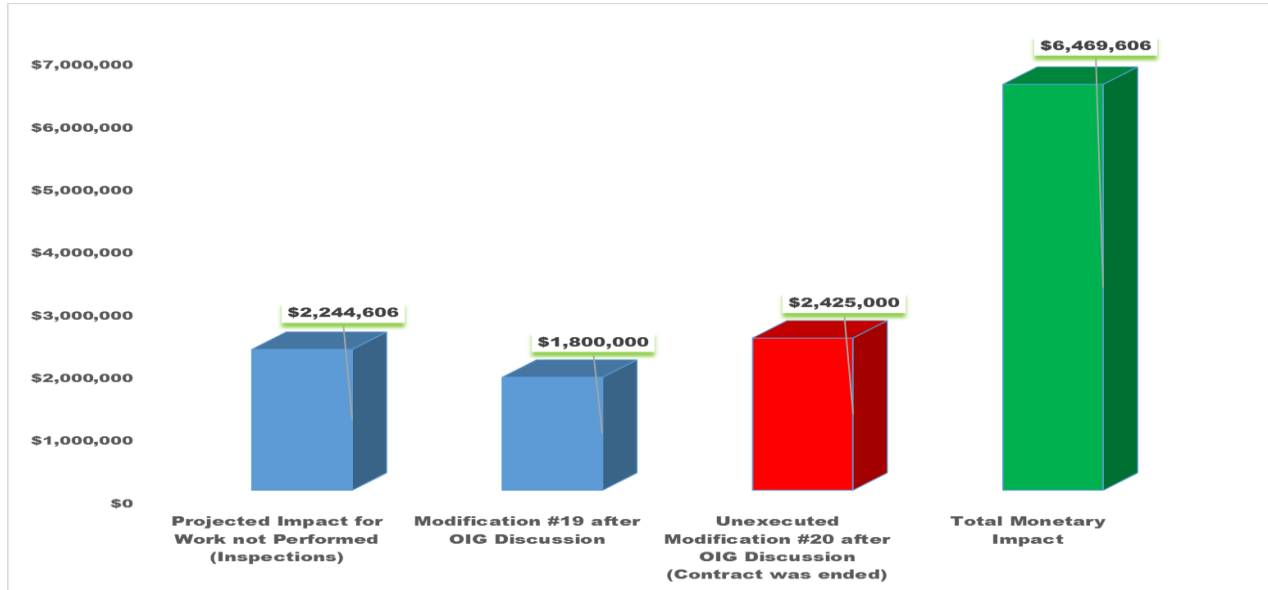
| MONETARY IMPACT OF WORK NOT PERFORMED (POPULATION ESTIMATES) | | | | | | | | |
|--|------------|---------------|--|--|----------------|-----------------|-------------------------|-----------------|
| Year | Labor Rate | Total Garages | Total Contractors Claimed to be in Garages | Days Claimed to be Worked in Garages | Hours in Shift | Estimated Spend | % of Work Not Performed | Recovery Amount |
| 2018 | \$17.22 | 22 | 23 | 365 | 8 | \$1,156,495.20 | 84% | \$971,456 |
| 2017 | \$17.22 | 22 | 23 | 365 | 8 | \$1,156,495.20 | 84% | \$971,456 |
| | | | | Estimated monetary impact of custodians working in garages for 2 years during the evening shift* | | | | \$301,694 |
| | | | | <i>Total</i> | | | | \$2,244,606 |

In March 2019, the OIG informed WMATA of conditions at the Metrorail Station parking garages and discussed not extending the labor contract. WMATA extended the contract for four months for an additional \$1.8 million to have time to procure a new contract. In

¹ Estimated monetary impact of custodians not working in garages for 2 years, including during the evening shift (3:00 pm – 11:30pm).

June 2019, OIG conducted seven garage site visits that showed the same conditions. Despite these findings, WMATA planned on extending the contract to January 2020. However, WMATA subsequently let the contract lapse on July 31, 2019, saving \$2.4 million. Total monetary impact for this review totaled \$6.4 million,² see Chart 2.

Chart 2: Total Monetary Impact



Recommendations

We recommend the General Manager/Chief Executive Officer:

1. Immediately correct unsafe and unclean conditions at 22 parking garages.
2. Establish and implement policies and procedures for cleaning parking garages.
3. Implement and enforce required contractor controls as summarized in Appendix C.
4. Implement and enforce OIG-recommended controls as summarized in Appendix D.

Summary of Management's Response

The previous contract was not extended and expired on July 31, 2019. While extending the previous contract would have cost WMATA approximately \$2.4 million, an emergency custodial services contract for the same period will cost WMATA approximately \$6.4 million. WMATA has taken steps to improve oversight of the current custodial contractors to ensure performance is monitored. WMATA management agreed with the four recommendations. See Appendix E for WMATA's complete response to this report.

² Monetary impact totaled \$6,469,606 which includes: (1) \$4,044,606 in questioned cost that were unnecessary, unreasonable, or unsupported, and (2) \$2,425,000 in funds put to better use resulting from an avoidance of unnecessary spending.

Objective, Scope and Methodology

The objective of this review was to assess the effectiveness of Metrorail station garage cleaning.

To address the objective, OIG:

- Reviewed WMATA's procedures and checklists on garage safety and cleanliness.
- Interviewed WMATA staff members from the offices of PLNT and Procurement and Materials.
- Reviewed contract key internal controls over garage safety and cleanliness.
- Examined the temporary labor hour contract and contract modifications.
- Reviewed program controls, including checklists and associated documentation provided by PLNT, the contractor, and Procurement and Materials.
- Reviewed external and internal audit reports addressing rail station cleaning and unsafe condition issues.
- Evaluated bid proposals and solicitation documents.
- Analyzed inspection data on garage safety and cleanliness issues.

We also performed inspections of WMATA Metrorail Station garages – to include: Glenmont, Suitland, Addison Road, Minnesota Avenue, New Carrollton, Huntington, Vienna South and North, Largo, and West Falls Church.

- We inspected garages on:
 - November 4, 2017 and November 17, 2017.
 - March 6, 2018, April 23, 2018, July 11, 2018, August 1, 2018, August 31, 2018, November 6, 2018, November 10, 2018 and November 26, 2018 to November 29, 2018.
 - January 16, 2019, January 22, 2019 to January 24, 2019, June 11, 2019 and June 13, 2019.
- OIG observation photographs were taken of parking garage deficiencies covering the period November 2017 to June 2019.

The results of these inspections do not highlight all of the unsafe and unclean concerns which existed in the Metrorail station parking garages. Items reported are those which could be evaluated within the scheduled time frame.

Based on our garage observations, the actual financial impact on the nine inspected parking garages totaled \$3,671.03 for work not performed. We used this data to project over \$2.2 million WMATA paid contracted cleaning personnel for work not performed over 24-months for 22 garages. We also projected the added night shift work to the estimated total. We projected funds put to better use by using contract modifications numbers 19 and 20 covering the full contract scope of work.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and

conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our objective.

Timeline and Management Actions

On February 27, 2018, OIG met with PLNT to discuss parking garage cleaning and safety issues.

On May 16, 2018, OIG conducted an entrance conference with WMATA management regarding OIG inspections of WMATA's conditions – issues discussed included stations and garages.

On May 23, 2018, OIG informed WMATA management of the concrete deterioration in the Huntington Station south parking garage and of the garage cleanliness issues at the Huntington Station garages. PLNT informed OIG that corrective measures were taken regarding the safety and cleanliness at the Huntington Station and garages.

WMATA management extended the parking garage cleaning contract several times after it was scheduled to expire in June 2018.

On August 7, 2018, a Management Alert was issued by OIG to report concrete deterioration in the parking garage attached to the Huntington Station and fallen concrete in the mezzanine area.

On August 10, 2018, WMATA announced the south parking garage at the Huntington Station would be closed indefinitely in preparation for demolition.

On March 27, 2019, OIG informed WMATA senior management of the conditions in the Metrorail station garages and inquired about any future contract modification extending the contract. WMATA senior management decided to extend the existing contract with the contractor until July 31, 2019, for an additional \$1.8 million, to provide sufficient time to facilitate new procurements. WMATA senior management reassured OIG that the management team overseeing the labor contract would reinforce oversight of the contractor staff.

On June 11, 2019 and June 13, 2019, OIG performed inspections of seven parking garages previously reviewed. OIG observed similar conditions as in earlier inspections, see Table 4. OIG concluded: 1) contracted cleaning employees were not performing the duties as assigned, 2) WMATA supervisors were not performing sufficient oversight of contractor staff, 3) cleaning contract employees were not observed at the majority of the parking garage sites, and 4) the WMATA COTR and supervisors were not regularly visiting the parking garages to conduct inspections.

On July 2, 2019, OIG provided a draft report to WMATA senior management, discussing in detail the conditions of the parking garages and non-performance of the contractor.

During that time frame, WMATA had not completed the new procurement and was planning modification number 20 to extend the existing contract another six months to January 31, 2020, for an additional \$2.4 million. During this time, WMATA planned to

finalize a new Statement of Work pending a new procurement. The OIG draft report recommended that the contract not be extended.

From July 21 – 23, 2019, OIG was told that PLNT conducted inspections of the 22 garages and put together a team to clean parking garages system-wide. This initiative was to be completed in a three-week time frame.

On July 24, 2019, OIG went before WMATA’s Board of Directors, Executive Committee, and several senior WMATA management officials to discuss the OIG report describing the parking garage conditions. At that meeting, WMATA management made a decision not extend the labor hour contract, which then lapsed on July 31, 2019. WMATA agreed to proceed with either a sole source or an emergency garage cleaning contract.

On July 31, 2019, WMATA’s temporary labor hour services parking garage cleaning contract expired.

On July 31, 2019, WMATA issued a letter regarding contract administration issues to the contractor.

On November 6, 2019, WMATA’s Request for Proposal for Janitorial/Custodial Services closed and is currently being evaluated for award.

Table 4: Unsafe and/or Filthy Conditions in Metrorail Station Garages after Management Notification



Various sources of litter, plastic bags, empty soda cans and piles of old leaf debris in Vienna South Garage



Date: June 13, 2019
Source: OIG

Empty paper/plastic cups, old milk container, plastic bags, empty water bottles and piles of old leaf debris in Vienna South Garage



Date: June 13, 2019
Source: OIG

Full and overflowing trash bin observed in Vienna North bus loop



Date: June 13, 2019
Source: OIG

Empty water and soda bottles, various sources of litter, and piles of old leaf debris in Vienna South Garage



Date: June 13, 2019
Source: OIG

Full and overflowing trash bin observed in Suitland Garage



Date: June 11, 2019
Source: OIG

Litter and debris in West Falls Church Garage



Date: June 11, 2019
Source: OIG

Various sources of litter, plastic bags, empty beer cans and potato chip bag observed in Vienna North Garage



Date: June 13, 2019
Source: OIG

Various sources of litter, empty plastic cups, cigarette box and piles of old leaf debris in West Falls Garage



Date: June 11, 2019
Source: OIG

APPENDIX A

2018 North Region Cleaning Schedule

Morning Shift

This schedule is to be adhered to at all times unless directed otherwise, by a supervisor.

Shady Grove Southside Garage

- 6:30 – 7:00** Sweep & mop elevator(s.) Clean interior walls/glass and ledges, polish exterior door panels, disinfect buttons & polish elevator tracks. Also, dust elevator vents/light fixtures.
- 7:00 – 7:50** Police entrances and bus loops. Pull all trash from within the garage and around the bus loop. Sweep any debris from bus shelters, as well sidewalks, curbs and parking spaces.
- 7:50 – 8:30** Sweep & mop steps/stairwells. Remove all stickers, graffiti & bulk trash.
- 8:30 – 8:40** **BREAK.**
- 8:40 – 9:15** Dust glass, ledges, signage & hand rails in the stairwells.
- 9:15 – 10:15** Police the entire garage, including the top level. Ensure all leaves & bulk trash are removed and storm drains are clear of debris.
- 10:15 – 11:00** Police entrances & bus loops; remove all gum, stickers & graffiti.
- 11:00 – 11:30** **LUNCH BREAK.**
- 11:30 – 12:00** Sweep & mop elevator(s.) Disinfect doors, button panels, handrails & ledges.
- 12:00 – 12:30** Police entrances and bus loops. Pull all trash from within the garage and around the bus loop. Sweep any debris from bus shelters, as well sidewalks and curbs.
- 12:30 – 1:30** **SPECIAL PROJECTS** – *See Special Projects Schedule.*
- 1:30 – 1:40** **BREAK.**
- 1:40 – 2:20** Police all levels of the garage; remove any bulk trash/debris.
- 2:20 – 2:50** Police entrances and bus loops. Pull all trash from within the garage and around the bus loop. Sweep any debris from bus shelters, as well sidewalks, curbs and parking spaces.
- 2:50 – 3:00** Return all equipment to its proper location. Organize your work area & prepare for the next shift.

**** Please note:** If, at any time, you have to make an adjustment to your schedule, **contact your supervisor**. Thank you!

APPENDIX B

2018 North Region Cleaning Schedule

Morning Shift

This schedule is to be adhered to at all times unless directed otherwise, by a supervisor.

Huntington Garage*

| | |
|----------------------|--|
| 6:30 – 7:00 | Sweep & mop elevator(s.) Clean interior walls/glass and ledges, polish exterior door panels, disinfect buttons & polish elevator tracks. Also, dust elevator vents/light fixtures. |
| 7:00 – 7:25 | Disinfect/clean restrooms. This includes toilets, urinals, sinks, dividers, door knobs, floors & walls. Stock with toilet paper, seat covers, paper towels & soap. |
| 7:25 – 8:00 | Police entrances and bus loop. Pull all trash from within the garage and around the bus loop. Sweep any debris from bus shelters, as well sidewalks, curbs and parking spaces. |
| 8:00 – 8:30 | Sweep & mop steps/stairwells. Remove all stickers, graffiti & bulk trash. |
| 8:30 – 8:40 | BREAK. |
| 8:40 – 9:15 | Dust glass, ledges, signage & hand rails in the stairwells. |
| 9:15 – 10:15 | Police the entire garage, including the top level. Ensure all leaves & bulk trash are removed and storm drains are clear of debris. |
| 10:15 – 11:00 | Police entrances & bus loops; remove all gum, stickers & graffiti. |
| 11:00 – 11:30 | LUNCH BREAK. |
| 11:30 – 12:00 | Sweep & mop elevator(s.) Disinfect doors, button panels, handrails & ledges. |
| 12:00 – 12:30 | Police entrances and bus loops. Pull all trash from within the garage and around the bus loop. Sweep any debris from bus shelters, as well sidewalks and curbs. |
| 12:30 – 1:30 | SPECIAL PROJECTS – <i>See Special Projects Schedule.</i> |
| 1:30 – 1:40 | BREAK. |
| 1:40 – 2:00 | Disinfect/clean restrooms. This includes toilets, urinals, sinks, dividers, door knobs, floors & walls. Stock with toilet paper, seat covers, paper towels & soap. |
| 2:00 – 2:30 | Police all levels of the garage; remove any bulk trash/debris. |
| 2:30 – 2:55 | Police entrances and bus loops. Pull all trash from within the garage and around the bus loop. Sweep any debris from bus shelters, as well sidewalks, curbs and parking spaces. |
| 2:55 – 3:00 | Return all equipment to its proper location. Organize your work area & prepare for the next shift. |

**** Please note:** If, at any time, you have to make an adjustment to your schedule, **contact your supervisor**. Thank you!

**This cleaning schedule included a restroom.*

Contract Internal Controls³

Contract Control Requirements

1. Submit weekly invoices
2. Certify the time
3. Maintain and document sign In out logs
4. Contractor provides time cards and pay sheets
5. Contractor provides location and list of employees
6. Contractor has inspection system of services
7. Time worked and reported, only time paid
8. Adherence to required schedule
9. Inspection logs are maintained by contractor
10. Contractor background checks
11. Each employee initial hours for each day worked and total for the week

³ Source: Labor Hour Contract

WMATA Internal Controls⁴

WMATA Controls

1. COTR inspects the work for compliance
2. Description of custodial tasks for garage
3. Detailed checklist of items to be cleaned
4. Policy for cleaning garages
5. Contract for cleaning garages and lots
6. Frequency for garage cleaning documented
7. Frequency for supervisors to check garage cleaning documented
8. Detailed checklist of supervisors to check work
9. Detailed process to add temporary labor
10. Supervisor certify the timesheets are correct
11. Supervisors verify the work is complete

⁴ Sources: Procurement Procedures Manual, policies and procedures, custodial supervisor checklists and interviews.

MANAGEMENT'S RESPONSE

M E M O R A N D U M



SUBJECT: Response to OIG's Audit of Metrorail Stations Garage Cleaning (OIG 20-05) DATE: December 31, 2019
FROM: COO - Joseph Leader
THRU: GM/CEO - Paul J. Wiedefeld
TO: OIG - Geoffrey A. Cherrington

This memorandum is in response to the Audit of Metrorail Stations Garage Cleaning (OIG 20-05) dated December 31, 2019, from the Office of Inspector General (OIG).

Below are responses from the Office of Plant Maintenance (PLNT) to each of the findings documented in the ROI.

OIG Recommendations and Management's Responses

Recommendation #1: Immediately correct unsafe and unclean conditions at 22 parking garages.

Response: PLNT accepts this recommendation. In July of 2019, Plant Maintenance (PLNT) conducted inspections of all parking garages to determine the conditions. Because of the findings, PLNT performed cleaning of all public parking garages. Staff used the sweeper truck, removed trash, pressure washed stairwells and landings. After the post cleaning quality control inspections were completed, PLNT management realized that pressure washing was needed on the garage decks to remove stains. As of 12/4/2019, PLNT has completed pressure washing parking garage decks at eight rail station parking garages. PLNT will continue to pressure wash the parking decks. The goal is to complete this activity by 4/30/2020. In the winter months, outdoor pressure washing activities occurs as weather permits.

Recommendation #2: "Establish and implement policies and procedures for cleaning parking garages."

Response: PLNT accepts this recommendation. PLNT will ensure every parking garage has a cleaning schedule posted by March 1, 2020. Currently, WMATA is in the transition phase of removing the contractor work force and hiring in house staff to perform the custodial work. In addition, PLNT will implement a document that

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outlines the overall garage cleaning program by March 1, 2020.

Recommendation #3: "Implement and enforce required contractor controls as summarized in Appendix C."

Response: PLNT accepts this recommendation. Once the recordkeeping issue was communicated to management, steps were taken to address the concerns outlined in Appendix C (1, 2, and 11). The specific contract referenced in the report has since expired. Management wasn't aware of the other concerns noted in the OIG report until the final report was issued which was after the contract expired.

Recommendation #4: Implement and enforce WMATA controls as summarized in Appendix D.

Response: PLNT accepts this recommendation. The specific contract referenced in the report has since expired.

Conclusion:

As noted in the OIG report, the previous contract was not extended and expired on July 31, 2019. Management concurs with the OIG's position that extending the previous contract would have cost WMATA approximately \$2.4 million for the six-month period from August 2019 through January 2020. However, as a result of not extending the previous contract, WMATA declared an emergency to ensure there was not a gap in custodial services at parking garages, bus garages, and rail yards. Procurement originally issued limited notice to proceed to five contractors to begin work on August 1, 2019 to backfill the areas where previous contractor vacated. The five invoices for the month of August 2019 totaled \$1.034 million. The cost for one month of emergency custodial services was almost half of the six-month estimated cost of \$2.4 million for the previous contract. The cost of the emergency custodial services for the same six-month period will cost WMATA at ~\$6.4 million. This is more than 2.5 times the amount of what was estimated for previous contract if it was extended through January 2020. The difference of the \$2.4 million and ~\$6.4 million represents a financial loss of ~\$4 million to WMATA as a result of not extending the previous contract.

In addition, PLNT has taken steps to improve oversight of the current custodial contractors to ensure performance is monitored. In closing, when the WMATA employees are ultimately hired to replace the existing

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contractors, PLNT management will ensure proper oversight of Custodial Services by performing independent Quality Control Inspections. This process will be managed by the Manager of Corrective Action Plans and Compliance who is a direct report to the Director of PLNT.