

County of Santa Clara

Office of the Clerk of the Board of Supervisors
County Government Center, East Wing
70 West Hedding Street
San Jose, California 95110-1770
(408) 299-5001 FAX 298-8460 TDD 993-8272



Maria Marinós
Clerk of the Board

September 2, 2009

The Honorable Jamie Jacobs-May
Presiding Judge
Santa Clara County Superior Court
191 North First Street
San Jose, CA 95113

RE: Grand Jury Report, Department of Correction/Facilities and Fleet, a Broken Relationship in Need of Repair


Dear Judge Jacobs-May:

At the August 25, 2009 meeting of the County of Santa Clara Board of Supervisors (Item No. 42), the Board adopted the responses from the County Administration to the Final Grand Jury Report and recommendations relating to Department of Correction/Facilities and Fleet, a Broken Relationship in Need of Repair with modifications as explained in the attached memorandum from Gary A. Graves, Acting County Executive.

As directed by the Board of Supervisors and on behalf of the Board President, our office is forwarding to you the enclosed certified copies of the responses to the Final Grand Jury Report with the cover memorandum from Mr. Graves. This response constitutes the response of the Board of Supervisors, consistent with provisions of California Penal Section 933(c).

If there are any questions concerning this issue, please contact our office at 299-5001 or by email at maria.marinós@cob.sccgov.org.


Very truly yours,


MARIA MARINÓS
Clerk, Board of Supervisors
County of Santa Clara

encl.

FILED

OCT 09 2009

DAVID H. YAMASAKI
Chief Executive Officer/Clerk
Superior Court of CA County of Santa Clara
BY D. ALDYCKI 

County of Santa Clara Office of the County Executive



CE02 082509


Approved
Meeting Date: August 25, 2009
Processor Name: Melissa Miller
Item Number: 42

Prepared by: Shanea Carvalho
Executive Assistant to the Acting
County Executive

Reviewed by: Emily Harrison
Deputy County Executive

DATE: August 25, 2009

TO: Board of Supervisors

FROM: 
Gary A. Graves
Acting County Executive

SUBJECT: Santa Clara County Civil Grand Jury Report: Department of Correction/Facilities and Fleet - a Broken Relationship in Need of Repair.

RECOMMENDED ACTION

Consider recommendations relating to Final Grand Jury Report relating to the working relationship between the Department of Correction and the Facilities and Fleet Department.

Possible action:

- a. Adopt response from Administration to Final Grand Jury Report relating to the working relationship between the Department of Correction and the Facilities and Fleet Department.

AND

- b. Authorize Chairperson and Clerk of the Board of Supervisors to forward department response to Grand Jury report to the Presiding Judge of the Superior Court with approval that responses constitute the response of the Board of Supervisors, consistent with provisions of California Penal Section 933 (c).

OR

- c. Adopt a separate or amended response to the Final Grand Jury Report relating to the working relationship between the Department of Correction and the Facilities and Fleet Department, and authorize Chairperson and Clerk of the Board to forward response to the Presiding Judge of the Superior Court.

FISCAL IMPLICATIONS

There are no fiscal implications associated with these Board actions.

REASONS FOR RECOMMENDATION

Attached are the Department responses to the Grand Jury's findings and recommendations enumerated in the Final Report, Department of Correction/Facilities and Fleet - a Broken Relationship in Need of Repair.

BACKGROUND

The Civil Grand Jury conducted an additional investigation focusing on the working relationship between the Facilities and Fleet Department and the Department of Correction. The Civil Grand Jury provides specific recommendations, which they believe will enable effective collaboration between the Department of Correction and the Facilities and Fleet Department.

Their recommendations include:

- Schedule weekly meetings with equilateral representation to do discuss new, current and completed work orders. The priority of orders to be set by the Department of Correction.
- Creation of uniform and detailed work order entry and tracking system that is electronically shared by the Department of Correction and the Facilities and Fleet

Department. Orders are deleted only after Facilities and Fleet have confirmed their completion.

- Increase supervision of work order progress and completion. Staff supervision provided by Facilities and Fleet Department and work progress monitored and inspected by the Department of Correction.
- Provide notice, well in advance, to the Department of Correction when work will take place in an inmate populated area.
- Conduct management audit of the Facilities and Fleet Department.

CONSEQUENCES OF NEGATIVE ACTION

The County would not be in compliance with the law in responding to the Grand Jury's Final Report.

STEPS FOLLOWING APPROVAL

Following approval of the responses provided by the Facilities and Fleet Department, the Department of Correction, and the Office of the County Executive, forward all comments of the Santa Clara County Board of Supervisors to the Honorable Jamie Jacobs-May, Presiding Judge, Santa Clara County Superior Court on or before September 14, 2009.

ATTACHMENTS

- Civil Grand Jury Final Report
- County Executive Response
- Department of Correction Response
- Facilities and Fleet Department Response


County of Santa Clara

Office of the County Executive

County Government Center, East Wing
70 West Hedding Street
San Jose, California 95110
(408) 299-5105



TO: Gary Graves, Acting County Executive

FROM: Emily Harrison, Deputy County Executive 

SUBJECT: Response to Santa Clara County Civil Grand Jury Report "Department of Corrections/Facilities and Fleet – A Broken Relationship in Need of Repair"

DATE: August 13, 2009

Attached are the responses from the Department of Corrections and Facilities and Fleet Department to the Civil Grand Jury Report. The responses from DOC and FAF to the Findings and Recommendations 1 through 14 are congruent and in agreement.

Finding 15: FAF Building Operations last received a county management audit in 1991 when it was known as GSA.

Recommendation 15: The County Board of Supervisors should order a management audit on FAF.

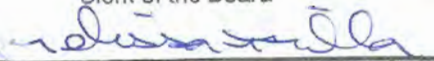
Administration Response: The Department of Corrections and Fleet and Facilities have communicated openly and productively on the suggestions for improvements for their relationship discussed in the report. Each year, the management auditor, Harvey Rose, does a risk assessment and the Finance Committee requests input from Board members and then establishes the work plan for Harvey Rose which is then approved by the full Board. The risk assessment reviews the last time a department was audited and the General Fund exposure as a way of determining priority. The Board considers each department every year before setting priorities, and the Grand Jury recommendation will be included in the Board's consideration for FY 2011. Customer service is a high priority for the new FAF Director, and it would be the Administration's preference that the energy and focus for the Department be on making improvements in that area rather than supporting the work required for a management audit.

cc: Jeff Draper, Facilities and Fleet Director
Edward Flores, Chief of Correction

2 Attachments

The foregoing instrument is a correct copy of the original.

ATTEST: Maria Marinos
Clerk of the Board

BY: 
Deputy Clerk

Date: AUG 25 2009

County of Santa Clara
Department of Correction



180 West Hedding Street
San Jose, California 95110-1772
(408) 808-3640 Fax 288-8271

Edward C. Flores
Chief of Correction

August 10, 2009

Gary A. Graves
Acting County Executive
County Executive's Office
70 West Hedding Street, 11th Floor
San Jose, Ca 95110

Subject: Response to Santa Clara County Civil Grand Jury Report "Department of Correction/Facilities and Fleet – a Broken Relationship in Need of Repair"

Dear Mr. Graves:

Per your request attached you will find the Department of Correction's response to the Department of Correction/Facilities and Fleet – a Broken Relationship in Need of Repair.

Please feel free to call me if you have any questions.

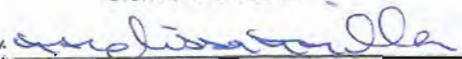
Sincerely,

Edward C. Flores
Chief of Correction

ECF:cc
Copy:

The foregoing instrument is a correct copy of the original.

ATTEST: Maria Marinos
Clerk of the Board

By: 
Deputy Clerk

Date:

AUG 25 2009

Response to Grand Jury Report 2008 - 2009 Civil Grand Jury

Report Title: Department of Correction/Facilities and Fleet – a Broken Relationship in Need of Repair

Report Date: August 6, 2009

Response by: Edward Flores

Title: Chief of Correction
Department of Correction,
County of Santa Clara

FINDINGS

- I (we) agree with the Findings numbered: 1a, 1c, 2, 3, 4, 5a, 5b, 5c, 5d, 5e, 6, 7a, 8, 9, 10, 11, 12, 13, 14, 15
- I (we) disagree wholly or partially with the Findings numbered: 1b, 1d, 7b, 7c, 7d
(Attach a statement specifying any portion of the Findings that are disputed; include an explanation of the reasons therefore.)

RECOMMENDATIONS

- Recommendations numbered 1, 2, 3, 4, 6, 7, 12 have been implemented.
(Attach a summary describing the implemented actions.)
- Recommendations numbered 5d, 5e, 10 have not yet been implemented, but will be implemented in the future.
(Attach a timeframe for the implementation.)
- Recommendations numbered 5a, 5b, 5c ^{8, 9, 11, 13, 14, 15} require further analysis.
(Attach an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.)
- Recommendations numbered _____ will not be implemented because they are not warranted or are not reasonable.
(Attach an explanation.)

8-10-09
Date

[Signature]
Signature

Edward Flores
Print Name

Number of pages attached: _____

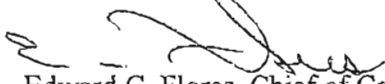
County of Santa Clara
Department of Correction



180 West Hedding Street
San Jose, California 95110-1772
(408) 808-3640 Fax 288-8271

Edward C. Flores
Chief of Correction

To: Santa Clara County Board of Supervisors

From: 
Edward C. Flores, Chief of Correction

Subject: Response to Santa Clara County Civil Grand Jury Report "Department of Correction/Facilities and Fleet – a Broken Relationship in Need of Repair"

Date: August 10, 2009

The Civil Grand Jury recently released a report titled: Department of Correction/Facilities and Fleet – a Broken Relationship in Need of Repair. The Department of Correction (DOC) would like to thank the Civil Grand Jury for their review and welcomes the recommendations contained within the report.

The DOC's response to each recommendation is as follows:

Finding 1

- 1a. FAF is invited but rarely attends the monthly meetings held by the Elmwood Captain at Elmwood, where Operations and Custody issues are discussed. Effective exchange of issues and concerns does not occur among all responsible agencies.
- 1b. The DOC Support Services Division Commander meets monthly with the FAF Executive Manager of Building Operations at Berger Drive. Problems expressed by staff do not appear to reach these individuals.
- 1c. Corrective Maintenance meetings are held every Thursday at 1 pm. on Berger Drive. They are attended by FAF Managers and the supervisors who answer to them. One or two high-ranking DOC Operations staff usually attends. Custody attends only when they have a problem. There is no agenda and no minutes are kept. These are informal meetings to air problems and give status reports on major projects.
- 1d. FAF states they have an appointed Facilities Manager at DOC. However, DOC staff state they do not know of any "Facilities Manager."

Recommendation 1

DOC and FAF should schedule weekly meetings with mandatory attendance by DOC Operations Managers and FAF Maintenance Managers to discuss common problems and concerns, and to share project plans and updates. There should be a formal agenda and published minutes available to all staff of both facilities, including Custody administration.

The DOC Facilities Manager should be formally identified and his responsibilities as liaison made explicit to all staff by the Support Services Division Commander.

FAF should implement the formal customer feedback mechanism cited in its reply to the 2008 County Building Maintenance Report.

DOC Response

Due to the long-term nature of maintenance and construction projects, weekly meetings between FAF and DOC managers are unnecessary. The suggestion of recording official minutes of meetings have merit and we support this recommendation. Currently the Correctional Support Services Manager (Operations/Facilities Manager) represents the DOC at monthly meetings attended by the FAF Building Operations Manager and the DOC Support Services Commander. Additionally the Correctional Support Services Manager meets monthly with the FAF managers from each of the identified "work centers" as established by FAF.

The DOC "Facilities Manager" is the Correctional Support Services Operational Manager. When DOC staff were asked if there was a Facilities Manager assigned to Elmwood by FAF to act as liaison; DOC staff were confused by the phrasing of the question by the Civil Grand Jury.

DOC concurs that the customer feedback mechanism would be helpful.

Finding 2

DOC is limited to setting all service requests as "Priority Three" or below, though they phone in emergency Priority One and Two requests for immediate help. Work orders are prioritized by the MAXIMO Building Operations Monitor Systems Operator and responded to according to the urgency of the problem, defined as the "severity of the damage it can do and the disruption to the client's operations":

- Priority 1 – Health and Safety – Immediate Response
- Priority 2 – Mission Critical – 24-hour Response
- Priority 3 – Painting, etc – 48-hour Response
- Priority 4 – Tenant request, non-urgent – ten-day Response
- Priority 5 – 30-day Response

Priority Three response time is typically over one week. DOC states that problems such as a malfunctioning security camera may be assigned the same priority as a painting job.

Recommendation 2

The ability of DOC to set priority should be revisited during the mandatory meetings between FAF and DOC.

DOC Response

DOC agrees; The DOC would like to establish service request priorities while taking into consideration FAF project and workload coordination. Recently DOC and FAF partially addressed this issue by consolidating the DOC input functions, giving responsibility to fewer people and providing staff training.

Finding 3

The Elmwood Office Specialist's primary job is to submit service requests to FAF. Other DOC personnel submit them as well, sometimes resulting in the same request being sent in multiple times, and duplicate work orders.

Recommendation 3

DOC should assign one Office Specialist and one designated back up to enter all service requests to avoid duplicates.

It should be noted DOC is already working on this problem.

DOC Response

DOC agrees; this issue has been addressed as noted in DOC Response to Recommendation 2.

Finding 4

DOC is not given advance notice of when jobs will begin, but require such notice if inmates must be moved.

Recommendation 4

DOC service requests should indicate if inmates would need to be moved to allow FAF access.

It should be noted that Custody administration has put itself on-call to be available any time for inmate moving to assist FAF in accessing areas.

DOC Response

DOC agrees; The DOC understands that this issue delays project and maintenance details and has established better lines of communication with FAF to mitigate these concerns.

Finding 5

5a. There are approximately 100 entries and exits per day by FAF personnel at Elmwood, 30 of which are not electronically recorded, and 70 of which are recorded by card swipe.

5b. With an average of 20 corrective maintenance service requests per day, DOC is unable to reconcile the large number of workers with the number of jobs, and the large numbers of entries and exits. DOC questions the need for so many FAF staff at Elmwood.

5c. DOC does not know which jobs are being done on any particular day.

- 5d. DOC is not informed of job progress. This is problematic when jobs involve more than one trade. Trades do not communicate and work stops until DOC realizes the first part of a job is done and it is time to schedule the next trade.
- 5e. DOC is not given notice of job completion and must personally check job areas for job status, which is time-consuming in a 62 acre facility.

Recommendation 5

- 5a. FAF should track entries by work order number. This will identify any superfluous personnel at Elmwood.
- 5b. FAF should add an additional card reader at the West entrance off Thompson St.
- 5c. FAF should simultaneously fax duplicates of daily work orders to the OS desk. DOC would be able to spot-check work in progress, precluding the need to contact FAF.
- 5d. See Finding 5d and 5e.
- 5e. See Finding 5d and 5e.

DOC Response

DOC defers to FAF in regards to 5a, 5b, and 5c.

DOC agrees with 5d and 5e; DOC has concerns about the lack of information available to determine “real time” status of work orders and in progress projects. The Correctional Support Services Manager is working with FAF managers to address this issue. DOC staff is also reviewing the FAF work order database and the interface database and will make modification recommendations designed to address these concerns.

Finding 6

DOC has been unable to electronically monitor work status.

Recommendation 6

FAF should provide DOC with training on how to access and utilize MAXIMO capabilities as they relate to DOC concerns.

DOC Response

DOC agrees; DOC and FAF have recently worked together to provide staff training and to provide increased access to the MAXIMO system for DOC staff.

Finding 7

- 7a. There is little or no supervision of FAF staff and DOC notices, “idle” FAF staff.
- 7b. DOC Operations staff does not inspect or approve completed jobs done by either FAF or outside vendors/contractors. FAF workers sign off on their own jobs.

- 7c. The DOC Correctional Support Services Manager is not readily available at Elmwood. Custody personnel must liaise with FAF on big jobs, though Operations is not their responsibility.
- 7d. The DOC Assistant Operations Manager, though stationed at Elmwood, does not frequently leave the shop area to monitor the overall state of the facility, and to oversee and coordinate the efforts of Ops and FAF. This task is left to other Operations and Custody personnel who are then forced to neglect their specified duties.

Recommendation 7

DOC should direct the DOC Correctional Support Services Manager to spend sufficient time at Elmwood to effectively supervise and monitor ongoing work. He should be accessible to his Ops staff so issues can be conveyed to FAF during meetings.

DOC should ensure that the appropriate DOC personnel conduct spot visits to work areas and regular patrols of Elmwood with the Safety Officer, and be available to liaise with FAF on major projects.

DOC Response

DOC agrees; the Correctional Support Services Manager has been directed to spend more time at Elmwood and is currently required to visit the Elmwood Complex and inspects FAF work details as needed.

DOC operations and custody staff are currently performing spot checks of FAF work.

Finding 8

FAF deletes work orders that are not addressed within three months from the system without always first notifying the client.

Recommendation 8

FAF needs to check with DOC before deleting or closing inactive work orders, even though the deletions may seem to be “common sense” decisions.

DOC Response

DOC agrees.

Finding 9

On average, there are four outside vendors/contractors working at Elmwood per day. They must be escorted by CSAs. If they arrive unexpectedly, CSAs may be on other assignments, and the vendors must wait until CSAs are available, wasting time and money.

Recommendation 9

FAF should inform DOC as far in advance as possible to arrange for escorts when multiple vendors are scheduled.

FAF should advise DOC of where vendors are to work, and be prepared to escort the vendors if necessary.

DOC Response

DOC agrees.

Finding 10

FAF work is frequently delayed when inmates are in areas FAF needs to access.

Recommendation 10

FAF should make every effort to let DOC know when FAF needs access to inmate occupied areas. It should be noted that Custody administration has put itself on-call to be available any time for inmate moving to assist FAF in accessing areas, *and* that FAF plans to assign one of its long-time Elmwood workers as onsite supervisor for the entire facility.

DOC Response

DOC agrees.

Finding 11

DOC receives a non-itemized bill from FAF for accumulated corrective maintenance charges. In FY 2008, this bill totaled \$3.364M.

Recommendation 11

FAF should provide to DOC an itemized quarterly statement so that the charges can be reconciled with the services provided to ensure accurate accounting.

DOC Response

DOC agrees.

Finding 12

Several DOC personnel enter service requests to FAF (through the FAF web site or by e-mail). This at times results in duplicate requests, resulting in duplicate work orders. The duplicates show up on MAXIMO as incomplete jobs, requiring review several months later.

Recommendation 12

It should be noted DOC is already working on designating only one individual to enter all requests.

DOC Response

DOC agrees.

Finding 13

FAF supervisors work at Berger Drive. They make brief and infrequent visits to Elmwood. As a result, FAF is unable to verify the hours their workers spend on the job.

Recommendation 13

FAF should designate a supervisor for Elmwood. It should be noted that FAF plans to assign one of their long-time Elmwood workers as onsite supervisor for the facility.

DOC Response

DOC agrees.

Finding 14

FAF has not implemented the formal customer feedback process cited in its response to the 2007-2008 Civil Grand Jury Report County Building Maintenance: High Cost, Poor Customer Communication.

Recommendation 14

FAF should implement the formal customer feedback process cited in its response to the 2007-2008 Civil Grand Jury Report County Building Maintenance: High Cost, Poor Customer Communication.

DOC Response

DOC agrees.

Finding 15

FAF Building Operations last received a county management audit in 1991 when it was known as GSA.

Recommendation 15

The County Board of Supervisors should order a management audit on FAF.

DOC Response

DOC will defer to Administration.

The foregoing instrument is a correct copy
of the original.
ATTEST: Maria Marinos
Clerk of the Board
BY: Michelle Fuller
Deputy Clerk
Date: **AUG 25 2009**



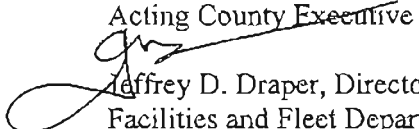
County of Santa Clara

Facilities and Fleet Department
Administration

2310 N. First Street, 2nd Floor, Suite 200
San Jose, California 95131-1101
(408) 993-4700 FAX (408) 993-4801

Date: August 10, 2009

To: Gary A. Graves
Acting County Executive

From:  Jeffrey D. Draper, Director
Facilities and Fleet Department

Subject: Response to Santa Clara County Civil Grand Jury Report "Department of Correction/Facilities and Fleet – a Broken Relationship in Need of Repair"

While Facilities and Fleet (FAF) agrees with a number of the recommendations contained in the 12 page report, FAF disagrees with the report's characterization of the relationship between the Department of Correction (DOC) and FAF as dysfunctional. The fact is that great effort over the last few years has led to a significantly improved working relationship between the departments. DOC and FAF are both large and complex organizations that operate 24 hours per day in various locations under trying circumstances, e.g. austere budget situation, unrelenting and daunting workloads, aging facilities, etc. Communication, priority setting and coordination of operations are challenging, and both departments acknowledge that improvements can be made both within our departments and in working with each other. To that end, FAF will redouble efforts at improving communication and coordination with DOC in order to provide the best possible service to DOC within the resources available in order to help DOC achieve its mission.

The Grand Jury stated that the DOC generates "over 66% of the county's FAF business." While DOC is a major customer, DOC facilities represent 23.94% of the 4,797,954 square feet maintained by FAF. Looked at differently, 36% of the direct service staff hours of the FAF Building Operations Division is used to service DOC facilities including preventive and corrective maintenance as well as project related work. Or yet another look, 39% of the work orders received by FAF are generated by DOC.

FAF noted from the Grand Jury's report that there is some confusion, at least in the minds of some staff interviewed in conjunction with the investigation, about the roles and responsibilities of parties in both departments toward maintenance of DOC facilities. Apparently, the role of what the County labels a departmental "Facility Manager" needs to be clarified and reinforced. The number of secure entries by FAF staff needs to be better understood and perhaps made more efficient. Proper methods of accessing the work order entry system in order to initiate work and be kept up dated on its status, need to be improved upon and communicated. The system of tracking time and evaluating employee productivity and performance also needs to be more closely studied for improvement opportunities.

FAF's response to each recommendation is as follows:

Finding 1

1a. FAF is invited but rarely attends the monthly meetings held by the Elmwood Captain at Elmwood, where Operations and Custody issues are discussed. Effective exchange of issues and concerns does not occur among all responsible agencies.

1b. The DOC Support Services Division Commander meets monthly with the FAF Executive Manager of Building Operations at Berger Drive. Problems expressed by staff do not appear to reach these individuals.

1c. Corrective Maintenance meetings are held every Thursday at 1 pm. on Berger Drive. They are attended by FAF Managers and the supervisors who answer to them. One or two high-ranking DOC Operations staff usually attend. Custody attends only when they have a problem. There is no agenda and no minutes are kept. These are informal meetings to air problems and give status reports on major projects.

1d. FAF states they have an appointed Facilities Manager at DOC. However, DOC staff state they do not know of any "Facilities Manager."

Recommendation 1

DOC and FAF should schedule weekly meetings with mandatory attendance by DOC Operations Managers and FAF Maintenance Managers to discuss common problems and concerns, and to share project plans and updates. There should be a formal agenda and published minutes available to all staff of both facilities, including Custody administration.

The DOC Facilities Manager should be formally identified and his responsibilities as liaison made explicit to all staff by the Support Services Division Commander.

FAF should implement the formal customer feedback mechanism cited in its reply to the 2008 County Building Maintenance Report.

FAF Response

FAF Building Operations attends the DOC Chief's Weekly Staff meeting along with all DOC divisions including Custody administration at both facilities. FAF Building Operations and DOC Operations meet monthly and important issues are documented for follow up. FAF is willing to meet more often provided DOC feels additional meetings would add value.

The DOC "Facilities Manager" is the DOC Support Services Manager. DOC is not confused on this issue. FAF does not have a "Facilities Manager" assigned to either Elmwood or the jail complex.

While email, telephone calls, meetings, and personal visits provide ample opportunities for customer feedback, FAF agrees that a formal customer feedback system needs to be implemented and is in the process of doing so.

Finding 2

DOC is limited to setting all service requests as “Priority Three” or below, though they phone in emergency Priority One and Two requests for immediate help. Work orders are prioritized by the MAXIMO Building Operations Monitor Systems Operator and responded to according to the urgency of the problem, defined as the “severity of the damage it can do and the disruption to the client’s operations”:

- Priority 1 – Health and Safety – Immediate Response
- Priority 2 – Mission Critical – 24-hour Response
- Priority 3 – Painting, etc – 48-hour Response
- Priority 4 – Tenant request, non-urgent – ten-day Response
- Priority 5 – 30-day Response

Priority Three response time is typically over one week. DOC states that problems such as a malfunctioning security camera may be assigned the same priority as a painting job.

Recommendation 2

The ability of DOC to set priority should be revisited during the mandatory meetings between FAF and DOC.

FAF Response

Agree in concept with this recommendation. FAF will take the lead in revisiting the structure of the prioritization system with DOC to make sure the system works for both departments. DOC currently has the ability to set priorities. High priority work must be called in to the MAC Room, while priority 3, 4, and 5 work can be submitted via a web site. A malfunctioning security camera should be classified as a priority 1 or 2 depending on DOC’s determination of that camera’s importance to their mission. A response time goal for priority 3 work is one work week, not 48-hours as noted in the finding.

Finding 3

The Elmwood Office Specialist’s primary job is to submit service requests to FAF. Other DOC personnel submit them as well, sometimes resulting in the same request being sent in multiple times, and duplicate work orders.

Recommendation 3

DOC should assign one Office Specialist and one designated back-up to enter all service requests to avoid duplicates.

It should be noted DOC is already working on this problem.

FAF Response

Agree in concept with this recommendation. DOC has recently consolidated input functions giving responsibility to fewer people and providing training to each person to obtain the best result. FAF has been supporting this shift by providing DOC staff more training.

Finding 4

DOC is not given advance notice of when jobs will begin, but require such notice if inmates must be moved.

Recommendation 4

DOC service requests should indicate if inmates will need to be moved to allow FAF access.

It should be noted that Custody administration has put itself on-call to be available any time for inmate moving to assist FAF in accessing areas.

FAF Response

Agree in concept with the recommendation. FAF and DOC collaborate regularly in scheduling work and in spite of the challenges and emergencies that occur, mostly find a way to accomplish most of the work without major impacts to either department. DOC and FAF staff will continue to communicate regarding work scheduling to minimize disruptions and maximize productivity.

Finding 5

5a. There are approximately 100 entries and exits per day by FAF personnel at Elmwood, 30 of which are not electronically recorded, and 70 of which are recorded by card swipe.

5b. With an average of 20 corrective maintenance service requests per day, DOC is unable to reconcile the large number of workers with the number of jobs, and the large numbers of entries and exits. DOC questions the need for so many FAF staff at Elmwood.

5c. DOC does not know which jobs are being done on any particular day.

5d. DOC is not informed of job progress. This is problematic when jobs involve more than one trade. Trades do not communicate and work stops until DOC realizes the first part of a job is done and it is time to schedule the next trade.

5e. DOC is not given notice of job completion and must personally check job areas for job status, which is time-consuming in a 62+ acre facility.

Recommendation 5

5a. FAF should track entries by work order number. This will identify any superfluous personnel at Elmwood.

5b. FAF should add an additional card reader at the West entrance off Thompson St.

5c. FAF should simultaneously fax duplicates of daily work orders to the OS desk. DOC would be able to spot-check work in progress, precluding the need to contact FAF.

5d. See Finding 5d and 5e.

5e. See Finding 5d and 5e.

FAF Response

5a. Agree in concept, but implementation is complex since staff members are typically assigned more than one work order at a time. However FAF will evaluate the suggestion for future implementation as part of its initiative to implement real time tasking via handheld electronic devices.

5b. Agree to work with DOC and evaluate the situation. Review of the May 2009 data showed only 9 FAF entries at the West Gate. Four of these were FAF staff, while five were contractor staff working on facility projects. Contractor staff members are required to enter through the West gate to go to a project site unless they are driving a piece of equipment necessary to support the project. FAF will work with DOC to monitor the level of FAF or other departmental entries at the West gate over the next few months, but at this time it does not appear the level of FAF entries at this location warrants a card reader installation at this location. FAF will follow DOC's protocols for entries and exits at the West Gate.

5c. Agree in concept. DOC now has access to work order status through computerized maintenance management system.

5d. Agree in concept. FAF is working with DOC to improve communication on each and every project. Supervisory staff members are being asked to follow up with DOC more regularly regarding work status, scheduling, and completion. FAF is also working to improve the computerized maintenance management system to automate work order status reports in as real time as possible and FAF is looking into implementing the use of handheld devices for tasking and noting completion of work orders on a real time basis.

5e. Agree in concept. FAF is working with DOC and the computerized maintenance management system to make work order status checks as real time as possible. FAF is looking into implementing the use of handheld devices for tasking and noting completion of work orders on a real time basis.

Finding 6

DOC has been unable to electronically monitor work status.

Recommendation 6

FAF should provide DOC with training on how to access and utilize MAXIMO capabilities as they relate to DOC concerns.

FAF Response

DOC and FAF have been working together to provide this training and to provide increased use of the MAXIMO system for DOC staff.

Finding 7

7a. There is little or no supervision of FAF staff and DOC notices "idle" FAF staff.

7b. DOC Operations staff does not inspect or approve completed jobs done by either FAF or outside vendors/contractors. FAF workers sign off on their own jobs.

7c. The DOC Correctional Support Services Manager is not readily available at Elmwood. Custody personnel must liaise with FAF on big jobs, though Operations is not their responsibility.

7d. The DOC Assistant Operations Manager, though stationed at Elmwood, does not frequently leave the shop area to monitor the overall state of the facility, and to oversee and coordinate the efforts of Ops and FAF. This task is left to other Operations and Custody personnel who are then forced to neglect their specified duties.

Recommendation 7

DOC should direct the DOC Correctional Support Services Manager to spend sufficient time at Elmwood to effectively supervise and monitor ongoing work. He should be accessible to his Ops staff so issues can be conveyed to FAF during meetings.

DOC should ensure that the appropriate DOC personnel conduct spot visits to work areas and regular patrols of Elmwood with the Safety Officer, and be available to liaise with FAF on major projects.

FAF Response

DOC's Support Services Manager has been spending more time at Elmwood.

In addition to the recommended DOC spot checks of FAF work, FAF supervisors have been directed to spend more time spot checking work in the field and they regularly report to Elmwood.

Finding 8

FAF deletes work orders that are not addressed within three months from the system without always first notifying the client.

Recommendation 8

FAF needs to check with DOC before deleting or closing inactive work orders, even though the deletions may seem to be “common sense” decisions.

FAF Response

Agree that FAF will consult with DOC prior to cancelling any work orders. While no work orders are deleted from the system, it has been common practice to cancel certain types of work orders that have no work hours against them after 90 days. Examples of such work orders are toilet back ups or plumbing leaks. FAF staff members do respond to these calls regularly and correct the deficiencies but periodically put their time on other work orders they are working on that day. As a result some of the work orders have remained in the system as still in progress until cancelled. Recent changes in the computerized maintenance management system have improved management’s ability to see and check status on work orders that are exceeding the expected response times.

Finding 9

On average, there are four outside vendors/contractors working at Elmwood per day. They must be escorted by CSAs. If they arrive unexpectedly, CSAs may be on other assignments, and the vendors must wait until CSAs are available, wasting time and money.

Recommendation 9

FAF should inform DOC as far in advance as possible to arrange for escorts when multiple vendors are scheduled. FAF should advise DOC of where vendors are to work, and be prepared to escort the vendors if necessary.

FAF Response

Agree. FAF will inform DOC as far in advance as possible to arrange for escorts. FAF will also advise vendors to coordinate access requests in a timely manner. There has been a lot of facilities work at Elmwood over the past couple of years, and as a result the DOC CSA staff has been stretched thin.

Finding 10

FAF work is frequently delayed when inmates are in areas FAF needs to access.

Recommendation 10

FAF should make every effort to let DOC know when FAF needs access to inmate occupied areas. It should be noted that Custody administration has put itself on-call to be available any time for inmate moving to assist FAF in accessing areas, and that FAF plans to assign one of its long-time Elmwood workers as onsite supervisor for the entire facility.

FAF Response

Agree. FAF will make every effort to advise DOC as far in advance as possible that work in an occupied area is planned.

Finding 11

DOC receives a non-itemized bill from FAF for accumulated corrective maintenance charges. In FY 2008, this bill totaled \$3.364M.

Recommendation 11

FAF should provide to DOC an itemized quarterly statement so that the charges can be reconciled with the services provided to ensure accurate accounting.

FAF Response

Agree in concept. In FY 2008, DOC was billed \$582,423 and in FY2009, DOC was billed only \$369,846. The figure of \$3.364M in the finding is a reference to all work that was accomplished at any DOC facility in FY2008, with most of those resources having been programmed and expensed as part of the FAF budget. DOC actually has access to billing information in the County accounting system. FAF regularly accepts feedback and resolves overcharges from departments who feel they have been inappropriately charged for reimbursable work.

Finding 12

Several DOC personnel enter service requests to FAF (through the FAF web site or by e-mail). This at times results in duplicate requests, resulting in duplicate work orders. The duplicates show up on MAXIMO as incomplete jobs, requiring review several months later.

Recommendation 12

It should be noted DOC is already working on designating only one individual to enter all requests.

FAF Response

DOC is already implementing this recommendation.

Finding 13

FAF supervisors work at Berger Drive. They make brief and infrequent visits to Elmwood. As a result, FAF is unable to verify the hours their workers spend on the job.

Recommendation 13

FAF should designate a supervisor for Elmwood. It should be noted that FAF plans to assign one of their long-time Elmwood workers as onsite supervisor for the facility.

FAF Response

Agree in concept. FAF Managers and Supervisor have put into effect a schedule for daily visits to Elmwood to provide supervision and monitoring of FAF staff. These supervisors and managers will be coordinating closely with the DOC Support Services Manager.

Finding 14

FAF has not implemented the formal customer feedback process cited in its response to the 2007-2008 Civil Grand Jury Report County Building Maintenance: High Cost, Poor Customer Communication.

Recommendation 14

FAF should implement the formal customer feedback process cited in its response to the 2007-2008 Civil Grand Jury Report County Building Maintenance: High Cost, Poor Customer Communication.

FAF Response

Agree in concept with this recommendation. FAF is working with DOC to clarify issues and open communications through weekly and monthly meetings and FAF daily supervisor site visits. Frank discussions with Elmwood Captain, Lt. Taylor and Sgt Liddle indicate communications with FAF have greatly improved over the past couple of years and they are generally happy with the current situation. It was noted by DOC that some past unfavorable events may continue in the memory of current DOC staff. While email, telephone calls, meetings, and personal visits provide ample opportunities for customer feedback, FAF agrees that a formal customer feedback system needs to be implemented and is in the process of doing so.

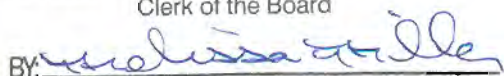
Finding 15

FAF Building Operations last received a county management audit in 1991 when it was known as GSA.

Recommendation 15

The foregoing instrument is a correct copy of the original.

ATTEST: Maria Marinos
Clerk of the Board

By: 
Deputy Clerk

Date: AUG 25 2009

The County Board of Supervisors should order a management audit on FAF.

FAF Response

FAF will defer to the Administration regarding an audit.