



Richmond City Council

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Richmond, Virginia

OFFICE OF THE CITY AUDITOR

REPORT # 2011-08

AUDIT

Of the

Richmond City Department of Public Works Facilities Management

March 2011

OFFICIAL GOVERNMENT REPORT

Richmond City Council

OFFICE OF THE CITY AUDITOR

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*Committed to increasing government efficiency, effectiveness,
and accountability on behalf of the Citizens of Richmond.*

TABLE OF CONTENTS

Executive Summary	i
Comprehensive List of Recommendations	iii
Introduction	1
Background	2
Management Processes	3
Internal Controls	11
Compliance	17
Management Responses	Appendix A



City of Richmond
City Auditor

Executive Summary

March 7, 2011

The Honorable Members of the Richmond City Council
The Richmond City Audit Committee
Mr. Byron C. Marshall, CAO

Subject: Department of Public Works – Facilities Management

The City Auditor's Office has completed an operational audit of the Facilities Management Division in the Department of Public Works. This audit was conducted in accordance with Generally Accepted Government Auditing Standards promulgated by the Comptroller General of the United States.

Salient Findings

- The Facilities Management Division manages the City facilities, equipment and appliances worth several hundred million dollars. Proper maintenance of these assets is critical to extend their useful lives. Otherwise, the City could incur significantly more repairs and replacement costs. In order to provide effective maintenance service, the Division must:
 - Know their workload, such as the number and details of facilities, equipment and appliances to be maintained
 - Know the routine or preventive maintenance schedule for each of the assets
 - Perform routine and critical maintenance and repairs to prevent interruption of service to the organization and avoid adverse impact on productivity
 - Perform risk assessment through periodic inspections to determine failing assets
 - Determine and budget for funding for replacement of assets beyond or nearing the end of their useful lives

The audit tests indicated that the Division lacks knowledge and adequate performance in the above areas. Therefore, the Division needs to significantly improve its processes leading to effective service delivery. Facilities Management does not have a comprehensive preventive maintenance plan to manage their activities. For the most part, Facilities Management only

reacts to incidents that require immediate attention. In this situation, management can neither proactively evaluate nor assure the adequacy of maintenance activities. With adequate maintenance, relatively small, inexpensive issues would not become significant problems that may be substantially more expensive to address.

- Presently, the Division managers are not in a position to objectively evaluate if:
 - All of the assigned work is completed
 - The work is completed in an efficient and timely manner
 - The work is not repeated due to poor repairs or maintenance quality
 - Staff was adequately productive in completing the work
- The Division does not have any data related to the backlog of maintenance tasks or plans for the possible replacement of aging facilities, equipment and appliances. Therefore, the Division is not in a position to develop an estimate of funding needed for adequate maintenance, repairs and replacements. In this event, all needed repairs, maintenance or replacements may not be properly funded.
- Facilities Management did not have an up-to-date policies and procedures manual. The most recent manual was created in November 9, 1998. The manual is outdated and does not reflect current practices.
- Auditors determined that the financial controls in the Division need improvement. Auditors identified a total of \$70,583 overpayments to two vendors.

The City Auditor's Office appreciates the cooperation of the City staff during this audit. Written responses to the report, including action plans and target dates for implementation, has been received, which are located at Appendix A. Please contact the City Auditor's Office if you have any questions or comments.

Sincerely,



Umesh Dalal, CPA, CIA, CIG
City Auditor

#	<i>COMPREHENSIVE LIST OF RECOMMENDATIONS</i>	<i>PAGE</i>
1	Implement a comprehensive preventive maintenance plan. The comprehensive plan should at least include: <ul style="list-style-type: none"> • An inventory list of building equipment and components, their age and life expectancy • Maintenance requirements 	8
2	Create an annual work plan that lists expected maintenance projects including routine maintenance for each year.	9
3	Implement and use the work order system components not currently utilized, such as preventive maintenance scheduling, equipment profiles, inventory management and cost analysis etc.	9
4	Establish performance measures to gauge employee performance and productivity such as: <ul style="list-style-type: none"> • Percentage of work orders closed on time • Response time for work order requests • Cost per square foot • Maintenance staffing per square foot 	9
5	Track and submit relevant information needed to justify appropriate funding request for the City’s annual Capital Improvement Plan.	10
6	Update policies and procedures to reflect current practices and other issues that need to be addressed for proper operation of the Division.	12
7	Provide training to staff on updated policies and procedures.	12
8	Implement controls surrounding vendor payments that require: <ul style="list-style-type: none"> • Verification of invoice price with the contract price. • Verification process for all items received. 	14
9	Finance Department to ensure Vendor “B” issues a credit of \$4,278 to the City.	15
10	Obtain a complete inventory of buildings’ keys and implement proper controls such that only authorized personnel get access to non-public areas of City facilities.	16
11	Create internal policies and procedures that would address compliance with contracts, regulations and customer service. Once created, policies and procedures should at least include systems to: <ul style="list-style-type: none"> • Maintain a self-evaluation for ADA purposes of all City buildings according to regulation requirements; • Maintain records of required fire safety inspections for all City buildings according to regulations; and • Maintain records of elevator inspections and assure that inspections are being performed as outlined in the contract terms. 	18

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

Audit Overview

Introduction

The City Auditor's Office has completed an operational audit of the Department of Public Work's Facilities Management Division (Facilities Management). This audit covers the activities of the Division during the 12 month-period ended June 30, 2009.

This audit was conducted in accordance with Generally Accepted Government Auditing Standards promulgated by the Comptroller General of the United States. The Standards provide a reasonable basis for the conclusions regarding the internal control structure over Facilities Management and the recommendations presented.

Audit Objectives

The objectives of this audit were to:

- Determine the efficiency and effectiveness of operations;
- Determine the existence and effectiveness of internal controls;
- Verify compliance with policies, procedures and regulations; and
- Assess third party contract compliance with the terms of their contracts.

Methodology

To complete this audit, the auditors performed the following procedures:

- Utilized the internal control questionnaire and documented Division guidelines as a basis for performing the audit steps;
- Reviewed and evaluated policies and procedures;
- Interviewed the supervisor and Division staff; and
- Reviewed invoices and performed various tests, as deemed necessary.

Management Responsibility

The management of the City of Richmond is responsible for ensuring resources are managed properly and used in compliance with laws and

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

regulations, City programs are achieving their objectives, and services are being provided efficiently, economically and effectively.

Background

Facilities Management is organized into two distinct functions, custodial and maintenance. This audit focused on the maintenance function. The purpose of the maintenance function is to provide a safe, comfortable and healthy environment for the buildings' occupants and visitors. This is achieved by providing technical and infrastructure support services to new and existing City properties, maintaining building equipment, responding to service requests for repair services and supervising third party vendors that provide construction or additional maintenance repairs.

The table below depicts the Division's expenses from FY06 through FY09:

	FY09	FY08	FY07	FY06
Personnel Cost	\$2,416,265	\$2,469,972	\$2,404,165	\$2,490,262
Operation Cost	\$9,410,079	\$8,721,994	\$7,669,887	\$7,418,658
Total	\$11,826,344	\$11,191,966	\$10,074,052	\$9,908,920

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009





February 2011

Management Processes

Effectiveness of Operations

The Facilities Management Division manages the City facilities, equipment and appliances worth several hundred million dollars. Proper maintenance of these assets is critical to extending their useful lives. Otherwise, the City could incur significantly more repairs and replacement costs.

The auditors rated the Division's effectiveness as follows:

In order to provide effective maintenance service, the Division must:	Current Rating
<ul style="list-style-type: none">Know their workload, such as the number and details of facilities, equipment and appliances to be maintained	
<ul style="list-style-type: none">Know the routine or preventive maintenance schedule for each of the assets	
<ul style="list-style-type: none">Perform routine and critical maintenance and repairs to prevent interruption of service to the organization and avoiding adverse impact on productivity	
<ul style="list-style-type: none">Perform risk assessment through periodic inspections to determine failing assetsDetermine and budget funding for replacement of assets beyond or nearing the end of their useful lives	

Key procedures needed to assure the effectiveness of facility maintenance need improvement

Legend:



Effective



Needs Improvement



Ineffective

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

The various components of the above analysis are discussed as follows:

Comprehensive Preventive Maintenance Plan

A comprehensive maintenance plan affords management the ability to strategically plan repairs and maintenance, and project replacement of building equipment and systems. An effective preventive maintenance plan should:

- Minimize failures of building equipment and systems that would interrupt the activities of employees and the public;
- Extend the life of building systems and equipment, thus sustaining the value of the investment they represent;
- Help buildings operate at peak efficiency;
- Provide cost-effective maintenance; and
- Sustain a healthy and safe environment for employees and the public using the facilities.

The Division's lack of a preventive maintenance program may make relatively inexpensive issues to become significant problems that may be more expensive to address

Facilities Management does not have a comprehensive preventive maintenance plan to manage their activities. For the most part, Facilities Management only reacts to incidents that require immediate attention.

In this situation, management can neither proactively evaluate nor assure the adequacy of maintenance activities. With adequate maintenance, relatively small inexpensive issues would not become significant problems that may be substantially more expensive to address.

Recordkeeping

Collecting building maintenance data assists in:

- Identifying workload and determining staff hours needed to address it;
- Prioritizing workload;

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

- Preventing small problems from becoming big;
- Verifying accountability over labor and material costs;
- Demonstrating compliance with regulations and policies;
- Improving efficiencies; and
- Managing the maintenance function effectively.

Facilities Management does not maintain records for City buildings, or the equipments' age, their maintenance requirements, and life expectancy.

During the audit period, Facilities Management did not have an automated work order system. Facilities Maintenance could not provide the entire population of work orders issued during the audit scope. The information captured in the manual work orders was incomplete and not useful for operational purposes.

The Division does not collect workload or project cost data which prevents proper management of this function

In early 2010, Facilities Management installed an automated work order system. However, the relatively sophisticated work order software is used only to track the beginning and the end of work covered by a work order. Actual labor and material costs are not recorded for each work order. Therefore, this incomplete information cannot be used for management procedures, such as verifying accountability over the City resources used in maintenance activities and evaluating productivity of employees.

Ideally, a work order system should enable management to:

- Schedule and assign daily activities;
- Keep record of assignments and completion of work performed;
- Track the cost of labor and materials for each work order; and

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

- Generate reports to analyze each employee's productivity, the frequency and cost of maintenance for each building, and forecast future maintenance and replacement costs based on the assets' useful lives.

Currently, the following additional capabilities of the system are **not** utilized:

Computer system capabilities are not fully utilized preventing effective administration of this critical function

- Creation of equipment profile to track the age and life expectancy of a City building's critical equipment;
- Automatic generation of work orders for equipment not operating correctly;
- Creation of purchase orders for equipment/materials per work order;
- Run predictive analysis on all equipment by forecast and likelihood of maintenance needs, location issues and asset life-cycle analysis; and
- Generation of reports on labor utilization per project, scheduled vs. actual jobs completed, work order trends based on buildings or technicians, and general inventory counts.

Inadequate use of the system prevents Facilities Management from effectively administering this critical function. Presently, the Division managers are not in a position to objectively evaluate if:

- All of the assigned work is completed;
- The work is completed in efficient and timely manner; and
- The work is not repeated due to poor repairs or maintenance quality.

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

In addition to the above deficiency, the auditors noted that the information currently tracked in the system is not accurate. The auditors found that the Division staff needs more training in completing work orders as:

Data entered in the computer system is incomplete

- 325 (20%) of 1,612 work orders between January and April 2010 did not have a date in the 'Date Completed' field.
- 156 work orders (10%) did not have a date in the 'Date Assigned' field.

The above situation does not allow the Division to determine if the work assigned to its crew is being completed in a timely and efficient manner. In addition, the system allowed recording of completion dates in an unreasonable range. The auditor reviewed the system for unusual completion dates and identified the following five dates:

- Two work orders reflected completion dates too far into the future: 4/3/2510 and 3/8/5010.
- Two work orders had completion dates that were prior to the assigned date.
- One work order had an assigned date that was one year into the future.

Impact on Organizational Productivity

The lack of a continuous review and evaluation of assets' conditions substantially increases the risk of incurring unexpected repair or replacement costs. An occurrence of such an event could adversely impact organizational productivity. The following examples demonstrate this point:

City of Richmond Audit Report 2011-8

Department of Public Works
Facilities Management Audit
12 months ended June 30, 2009
February 2011

Ineffective maintenance program could have significant, adverse financial and operational impact on the City

- In 2008, the boiler units in City Hall, the City Jail and the City’s Main Library stopped operating properly or did not pass inspection. Although the Division was aware of this possibility for quite some time before the occurrence, the replacements were not planned or funded. This resulted in a significant financial impact. The City rented portable boilers and installed new units in each location, which cost approximately eight million dollars as follows:

Description	Amount
City Hall	\$4,195,208
Main Library	\$1,296,198
City Jail	\$2,635,915
Grand Total	\$8,127,321

Through inquiry with Facilities Management, these issues were the result of consistent decay caused by excessive age (over 30 years) and the lack of routine maintenance.

- Additionally, on September 21, 2010, failure of the HVAC equipment required the evacuation of City Hall. Auditors calculated the total employee productivity loss from this event was approximately \$60,000 to the City. In addition, the Richmond School Division may have suffered a similar productivity loss.

Recommendations:

1. Implement a comprehensive preventive maintenance plan. The comprehensive plan should at least include:

- *An inventory list of building equipment and components, their age and life expectancy*
- *Maintenance requirements*
- *Repairs and maintenance history*

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

2. *Create an annual work plan that lists expected maintenance projects including routine maintenance for each year.*
3. *Implement and use the work order system components not currently utilized, such as preventive maintenance scheduling, equipment profiles, inventory management and cost analysis etc.*

Performance Measures

The Auditor also noted the Division does not have performance measures outlining productivity and quality metrics. Performance measures assist in evaluating employee performance and productivity division-wide.

The Division does not utilize performance measurement to evaluate staff productivity

Recommendation:

4. *Establish performance measures to gauge employee performance and productivity such as:*
 - *Percentage of work orders closed on time*
 - *Response time for work order requests*
 - *Cost per square foot*
 - *Maintenance staffing per square foot*

Funding

Every year the City completes a five year Capital Improvement Plan that includes major building renovation projects to prolong the useful life of the structures and systems. The Adopted Capital Improvement Plan (Fiscal Years 2010-2014) included the statement, "Many of the systems operating in this facility have reached their normal life cycle and some have exceeded it by 10 years." Facilities Management did not have the supporting information or documentation for this statement. The auditors were told this information was a 'generalization' and not based on

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

professional research and review. Clearly, budget for the Division is not based on any factual information.

The Division has not been able to justify the funding needed for proper maintenance

The Division does not have any data related to the backlog of maintenance tasks or plans for the possible replacement of aging facilities, equipment and appliances. Therefore, the Division is not in a position to develop an estimate of funding needed for adequate maintenance, repairs and replacements. In this event, all needed repairs, maintenance or replacements may not be properly funded.

Recommendation:

- 5. Track and submit relevant information needed to justify appropriate funding request for the City's annual Capital Improvement Plan.***

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

Internal Controls

Introduction

Internal controls in the Division's procedures need significant improvement

According to Government Auditing Standards, internal control, in the broadest sense, encompasses the agency's plan, policies, procedures, methods, and processes adopted by management to meet its mission, goals, and objectives. Internal control includes the processes for planning, organizing, directing and controlling program operations. It also includes systems for measuring, reporting, and monitoring program performance.

Based on the results and findings of the audit methodology employed, auditors concluded that internal controls in the Division's procedures need significant improvement. There are numerous opportunities to either enhance existing controls, or put in place missing critical controls as discussed subsequently in this section.

Policies and Procedures

Updated, formal policies and procedures do not exist

A standard internal control procedure includes having a formal written policy and procedure manual. Written policies and procedures provide guidance to employees to perform their duties consistently in accordance with management's expectations. A policies and procedures manual can also be used as an effective employee training tool.

Facilities Management did not have an up-to-date policies and procedures manual. The most recent manual was created on November 9, 1998. The manual is outdated and does not reflect current practices. Without properly updated written policies and procedures, compliance could not be evaluated. Auditors noted that Facilities Management did not document the following processes:

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

- Tracking and maintaining City asset records that include maintenance schedules, repair histories and useful life projections;
- Processing work requests and retaining work order documentation;
- Prioritizing maintenance requests;
- Description of employees' responsibilities by position;
- Verifying employee license and certification requirements;
- Ordering and receiving of maintenance materials;
- Vendor invoice and payment reconciliation;
- Verifying compliance with applicable laws and regulations; and
- Maintaining a security list of keys and City personnel's access to City buildings.

Recommendations:

- 6. Update policies and procedures to reflect current practices and other issues that need to be addressed for proper operation of the Division.*
- 7. Provide training to staff on updated policies and procedures.*

Purchase and Payment Review

Authorization

To initiate material purchases, management requires that the staff complete a purchase authorization (PA) form which needs various approvals depending upon the dollar amount of the requested items as follows:

City of Richmond Audit Report 2011-8

Department of Public Works
Facilities Management Audit
12 months ended June 30, 2009
February 2011

Dollar Value	Required Approval
Under \$250	Supervisor
\$250-\$2,500	Superintendent or Project Manager and Supervisor
Over \$2,500	Operations Manager, Superintendent or Project Manager and Supervisor

There is no evidence of proper approval of purchases

The Auditor selected 304 invoices from one vendor to ensure compliance with this requirement. 286 (94%) of the invoices did not include the PA form. Therefore, it is not clear if these purchases were properly approved. Without proper oversight, accountability for materials purchases cannot be verified. In this situation, the Division's resources are vulnerable to abuse by procuring unauthorized materials unrelated to the City business.

Receiving Materials

Auditors did not find receiving documents attached to the payments. The auditors found upon inquiry that invoices received are paid without verifying if the items were actually received. Additionally, staff did not compare the invoiced prices with contract prices. This practice exposes the City to significant financial loss as demonstrated by the examples below:

1. Overbilling

Auditors selected two vendors and compared the invoiced prices with the contract prices. The review revealed that both vendors had overbilled Facilities Management and other City departments. Since the vendors selected for testing had Citywide contracts with the City, auditors requested that each vendor perform a Citywide audit to identify overbillings Citywide. The table below depicts the total amount overbilled:

Invoices are being paid without verification of receipt of materials and services

Vendors were overpaid because staff did not compare invoice and contract prices

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

Vendor	Citywide
A	\$57,304
B	\$13,279
Total overbilling	\$70,583

The City received a check from vendor “A” in the amount of \$57,304 in October, 2010. Of the \$13,279 that was overbilled by vendor “B”, a credit of \$9,001 was issued to the City of Richmond during the audit period, which left a balance of \$4,278. Vendor “B” agreed to issue credits to the City for this amount.

2. Duplicate Payment

Additionally, the auditors reviewed all vendor payments during the period from July 1, 2008 to September 30, 2009. The auditors identified one duplicate payment of \$3,965. The City’s Finance system has internal controls to avoid duplicate payments. It does not allow keying the same invoice number for the same vendor. However, Facilities Management staff circumvented the established controls by altering the invoice number. In this case, the internal controls did not work as management intended. The auditors informed the Finance Department of the duplicate payment. The overpayment was recovered from the vendor in October 2010.

A duplicate payment was made because an employee circumvented established control procedure

Recommendations:

8. Implement controls surrounding vendor payments that require:

- ***Verification of invoice price with the contract price.***
- ***Verification process for all items received.***

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

9. Finance Department to ensure Vendor "B" issues a credit of \$4,278 to the City.

Access to City Facilities

The auditors inquired with Division management in regard to the controls surrounding City buildings access through keys and security codes. Facilities Management does not have a complete inventory of keys distributed to City employees. The Operations Manager stated that each department is responsible for their own keys and locks and that the Facilities Management Division may not have keys to each room or floor in City buildings. There are two issues with this situation:

Weak controls over keys and other access mechanisms could expose people working in City Hall to security threats

1. Facilities Management may not have immediate access to certain City facilities during emergencies, and
2. There may be keys distributed and not recovered from former employees.

Occurrence of this event may expose the City facilities to unauthorized access.

The auditors visited the 'Lock Shop' where Facilities Management stores copies of keys not distributed to City staff. Auditors found that while the Lock Shop room itself was secured, the keys stored throughout the room were not organized. The lack of controls and oversight for keys to City buildings increases the risk of security issues to both the City's property and personnel. It could potentially lead to a decrease in work productivity due to lost keys and expose City employees to an unsafe work place.

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

Recommendation:

10. Obtain a complete inventory of buildings' keys and implement proper controls such that only authorized personnel get access to non-public areas of City facilities.

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

Compliance

Government Regulations

The City of Richmond is required to meet certain building standards or codes. These codes focus on key areas such as fire/safety, mechanical, electrical, and plumbing. Upon inquiry with the Division management the auditors found the following information:

ADA Compliance

The Department of Justice, Office of the Attorney General, 28CFR Part 35.105, requires an ADA self-evaluation. Each public entity must evaluate, identify and correct any policies that are not consistent with the requirements of the American Disability Act (ADA), and maintain a record of the completed self-evaluation for at least three years. Facilities Management personnel do not comply with this requirement and, therefore, could not provide any record of self-evaluation. The City could face legal liability for non-compliance with ADA requirements.

The Division does not have procedures to ensure ADA compliance

Elevator Maintenance

The City has a contract with a vendor for elevator inspections. According to the contract, the City is entitled to receive 1,400 inspections at all City facilities for \$59 per inspection. The inspections are over the life of the contract and are to be performed every six months.

The Division does not have proper oversight to ensure the vendor's compliance with the contract terms

Auditors requested the elevator maintenance reports for City Hall, John Marshall Court Building and the Safety Building. However, Division management could not provide the inspection reports. The Division's Operations Manager indicated that they did not have proper oversight to ensure the vendor complied with the contract terms.

City of Richmond Audit Report 2011-8

Department of Public Works

Facilities Management Audit

12 months ended June 30, 2009

February 2011

Without the proper oversight, equipment failure exposes the City to legal liabilities for injuries occurring due to inadequately inspected and maintained elevators.

Fire Safety

The auditors requested the fire inspections for City Hall, John Marshall Court Building and the Safety building for FY09. The audit staff received fire inspection reports for the Safety Building. However, Division management could only provide the fire inspection reports for the John Marshall Court Building. According to the Records Retention and Disposition Schedule General Schedule No. 108, building fire safety inspections are to be retained for five years after inspection. The lack of fire inspections increases the risk of bodily harm to City Hall employees and visitors to the City facilities in addition to the possibility of severe property damage. The City could be exposed to liabilities for injuries sustained due to fire where there is no record of fire inspections.

The City did not have proper records to demonstrate regular, periodic fire inspections

Recommendation:

11. Create internal policies and procedures that would address compliance with contracts, regulations and customer service. Once created, policies and procedures should at least include systems to:

- Maintain a self-evaluation for ADA purposes of all City buildings according to regulation requirements;*
- Maintain records of required fire safety inspections for all City buildings according to regulations; and*
- Maintain records of elevator inspections and assure that inspections are being performed as outlined in the contract terms.*

**MANAGEMENT RESPONSE FORM
DEPARTMENT OF PUBLIC WORKS**

FACILITIES MANAGEMENT AUDIT - 2011-08 Appendix A

#	RECOMMENDATION	CONCUR Y N	ACTION STEPS
1	<p><i>Implement a comprehensive preventive maintenance plan. The comprehensive plan should at least include:</i></p> <ul style="list-style-type: none"> • <i>An inventory list of building equipment and components, their age and life expectancy</i> • <i>Maintenance requirements</i> • <i>Repairs and maintenance history</i> 	Yes	<p>Begin a Phased approach - Program. 1. Inventory of Buildings and Assessment of property (Target Completed - 12/2011). Assessment of Systems (Fire Alarm, Sprinkler, Generators, Elevators and HVAC systems) - (Target Completed - 3/2012) - Inventory of all assets in Buildings (Related to Facilities - not furniture) - (Target Completed - 8/2012). On-going process related to this task.</p> <p>Phased Approach:</p> <ol style="list-style-type: none"> 1. Tier 1 (critical) buildings first (City Hall, 911, Richmond Ambulance Authority, Jail, Juvenile Detention Center, Marshall Plaza, Police Hq, Fire Hq, etc); 2. Tier 2 (Police Precincts, Courts, strategic Fire Stations, etc); 3. Tier 3 (DPW Operations, Fire Station, Main Library, EDI, Southside Community Center, Police Training, etc); 4. Tier 4 (branch libraries, etc) <p>This is an on-going process; which will continue until all buildings have been included in the comprehensive preventive maintenance plan. Once all building have been included, the comprehensive plan will be updated quarterly/annually (as necessary).</p>
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Operations Manager		12/31/2012 (work in progress)
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y N	ACTION STEPS
2	<p><i>Create an annual work plan that lists expected maintenance projects including routine maintenance for each year.</i></p>	Yes	<p>Department Standard Operating Procedures will be updated and followed; which will include an annual work plan that lists expected maintenance projects for each year.</p> <p>The SOPs will include a comprehensive maintenance plan that details the schedule of preventive maintenance projects. The SOP will include the software system, Bigfoot, that will track and schedule maintenance projects. Bigfoot will be able to keep records of maintenance projects, associated costs, and schedule routine maintenance city wide.</p>
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Operations Manager		12/31/2012 (work in progress)
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION

#	RECOMMENDATION	CONCUR Y N	ACTION STEPS
3	<i>Implement and use the work order system components not currently utilized, such as preventive maintenance scheduling, equipment profiles, inventory management and cost analysis etc.</i>	Yes	Department SOP will be updated and followed. Performance measures and Training of SOP is required, to ensure Maintenance Staff comply with requirements. Bigfoot work order system will be properly utilized; to include PM scheduling, equipment profiles, inventory management, cost analysis, etc.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Operations Manager		12/31/2012 (work in progress)
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y N	ACTION STEPS
4	<i>Establish performance measures to gauge employee performance and productivity such as:</i> <ul style="list-style-type: none"> • <i>Percentage of work orders closed on time</i> • <i>Response time for work order requests</i> • <i>Cost per square foot</i> • <i>Maintenance staffing per square foot</i> 	Yes	Department SOP. Performance measures and Training of SOP is required. Bigfoot work order system will be able to track and gauge employee performance and productivity.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Operations Manager		1-Sep-11
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y N	ACTION STEPS
5	<i>Track and submit relevant information needed to justify appropriate funding request for the City's annual Capital Improvement Plan.</i>	Yes	Assessments of Buildings and/or Systems have been performed and cost associated with CIP Improvements is current and on-going. Bigfoot Software Management System will provide history related to the systems, life cycle cost and maintenance cost; which will assist in providing a detailed picture of CIP needs.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Operations Manager		1-Aug-12
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y N	ACTION STEPS
6	<i>Update policies and procedures to reflect current practices and other issues that need to be addressed for proper operation of the Division.</i>	Yes	Department SOP.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Operations Manager		1-Sep-11
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION

#	RECOMMENDATION	CONCUR Y N	ACTION STEPS
7	<i>Provide training to staff on updated policies and procedures.</i>	Yes	Once SOP Manual is completed Training will be provided. Training to include SOP and Bigfoot Software Systems (Work Order System, Maintenance Management System and Preventive Maintenance System).
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Operations Manager		1-Nov-11
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y N	ACTION STEPS
8	<i>Implement controls surrounding vendor payments that require:</i> <ul style="list-style-type: none"> • <i>Verification of invoice price with the contract price.</i> • <i>Verification process for all items received.</i> 	Yes	Department SOP. SOP will identify and provide guidance on small purchasing procedures.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Operations Manager		1-Dec-11
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y N	ACTION STEPS
9	<i>Finance Department to ensure Vendor "B" issues a credit of \$4,278 to the City.</i>	Yes	Finance has worked with a vendor to establish a repayment plan. The vendor will be remitting the \$4,278 in four equal payments. The first payment is due immediately and is being sent to the Department of Finance.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Controller		1-Jul-11
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION
#	RECOMMENDATION	CONCUR Y N	ACTION STEPS
10	<i>Obtain a complete inventory of buildings' keys and implement proper controls such that only authorized personnel get access to non-public areas of City facilities.</i>	Yes	Department SOP will include procedures for issuing keys and changing locks. The Lock Smith shop will be organized and keys will be secured.
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Operations Manager		2-Feb-12
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION

#	RECOMMENDATION	CONCURREN	ACTION STEPS
11	<p><i>Create internal policies and procedures that would address compliance with contracts, regulations and customer service. Once created, policies and procedures should at least include systems to:</i></p> <ul style="list-style-type: none"> • <i>Maintain a self-evaluation for ADA purposes of all City buildings according to regulation requirements;</i> • <i>Maintain records of required fire safety inspections for all City buildings according to regulations; and</i> • <i>Maintain records of elevator inspections and assure that inspections are being performed as outlined in the contract terms.</i> 	Yes	<p>Department SOP.</p> <p>ADA, Life Safety Systems, Generators, Elevators and other critical systems will be maintained by the Bigfoot Software System. Bigfoot will track and schedule all required inspections, maintenance, etc for these critical systems. This is an on-going process.</p>
	TITLE OF RESPONSIBLE PERSON		TARGET DATE
	Operations Manager		12/31/2012 (work in progress)
	IF IN PROGRESS, EXPLAIN ANY DELAYS		IF IMPLEMENTED, DETAILS OF IMPLEMENTATION