

OFFICE OF THE CITY CONTROLLER



**HOUSTON FIRE DEPARTMENT
LIFE SAFETY BUREAU
PERFORMANCE AUDIT FOLLOW-UP**

Annise D. Parker, City Controller

Steve Schoonover, City Auditor



OFFICE OF THE CITY CONTROLLER
CITY OF HOUSTON
TEXAS

ANNISE D. PARKER

October 30, 2008

The Honorable Bill White, Mayor
City of Houston, Texas

SUBJECT: Houston Fire Department – Life Safety Bureau
Performance Audit Follow-Up (Report No. 2009-19)

Dear Mayor White:

The City Controller's Office Audit Division has completed a follow-up audit of the Houston Fire Department (HFD) Life Safety Bureau (LSB) Performance Audit Report that was issued in October 2005. The report, which included observations and recommendations, was distributed to the Mayor and City Council Members. Our current review was designed to determine the progress the LSB has made towards implementation of the recommendations made in the original report. The review consisted primarily of conducting on-site interviews with department personnel; reviewing relevant documentation related to recommendations implemented; and creating a compliance matrix categorizing the status of actions taken by LSB management.

The report, attached for your review, concludes that LSB has made progress in the implementation of the recommendations or has implemented alternative procedures in certain instances. The review disclosed four issues that have not been fully resolved and are still outstanding. Draft copies of the matters contained in the report were provided to HFD management.

We appreciate the cooperation extended to our auditors by HFD personnel during the course of their work and commend the Department for taking actions to address the recommendations noted in the report.

Respectfully submitted,

Annise D. Parker
City Controller

xc: City Council Members
Anthony Hall, Chief Administrative Officer
Michael Moore, Chief of Staff, Mayor's Office
Phil Boriskie, Fire Chief, Houston Fire Department
Michelle Mitchell, Director, Finance Department
Alfred Moran, Jr., Director, Administration and Regulatory Affairs Department

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SCOPE AND PURPOSE

We have completed a follow-up review of the observations and recommendations that were presented in the Fire Department Life Safety Bureau (LSB) Performance Audit Report No. 05-30 (Report) issued in October 2005. Our review was designed to determine the progress LSB has made towards implementation of the recommendations made in the original Report.

The mission of the LSB is to provide the City of Houston (City) the highest level of fire hazard prevention and safety education along with comprehensive fire and life safety inspections through aggressive, but equitable, code enforcement.

The review consisted primarily of conducting on-site interviews with Department personnel; reviewing relevant documentation related to recommendations implemented; and creating a compliance matrix categorizing the status of actions taken by LSB management. The scope was limited to the recommendations from the report and any new concerns that came to our attention during the performance of this work. The review included examining LSB's responses in detail to determine whether management considered the recommendations and strategies for implementation as presented in the report and whether progress was made since its issuance.

CONCLUSION

Based on the results of our review, we conclude LSB has made progress in the implementation of the recommendations or has implemented alternative procedures in certain instances. Management provided an explanation for recommendations not implemented.

The key concern of the original Report and this corresponding follow-up report is LSB still does not have a database which provides a complete and current listing of all City buildings requiring permits. Without this comprehensive list, LSB has had difficulty in determining the status of some of their inspections. A decision was made to use an existing database already utilized by several City departments, however, that database will require modifications for LSB's use. It is essential that LSB be provided a means to obtain a complete list of buildings that require inspections and permits. This issue is discussed more fully in 1 below.

The follow-up audit has disclosed various issues that have not been fully resolved and are still outstanding, as follows:

1. The first concerns the Integrated Land Management System (ILMS) Phase II implementation. The original report focused on the necessity of implementing a database that would capture all the necessary information in one place. This unified database would allow LSB to perform their job duties in a more efficient manner. LSB determined the existing ILMS currently in use by several City departments would best suit their needs to accomplish this goal. The ILMS has been used by other City departments for 14 years. It has grown into a complete building / occupancy inspection database enabling it to capture all the buildings in the City of Houston as each location has been entered into the system by the General Services Department, Solid Waste Management Department, and / or other City departments using the system. LSB has taken the necessary steps to achieve this goal, however due to circumstances beyond their control, Phase II originally scheduled to be implemented in March 2006, has yet to be put into operation. The reasons for the delay are discussed below:


The ILMS system is a Proprietary Application, and any modifications to the software must be made by the software company. In order to effectively communicate LSB's needs and modification requirements for the existing system, it was determined that a trained Information Technology professional would be needed. HFD did not have IT staff, and therefore needed to create an IT Division. It took HFD Management nearly two years (February 2007) to hire a Chief Technology Officer (CTO). The CTO was hired to oversee all of HFD's computer needs; and the LSB Phase II program was not classified a top priority by HFD Management. HFD now has a total of three IT employees.

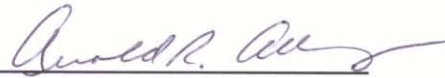
By December 2007, HFD's CTO had compiled the enhancements that would need to be made to the ILMS system in order for the system to be used by LSB. In March 2008, these enhancements were provided to the City's Legal Department to be included in the *Scope of Services* section in the Contract with the vendor of the ILMS software. The Contract was approved by City Council on June 25, 2008. LSB has secured the funding, discussed the enhancements with the software vendor, and anticipates a six month time frame to completion.


2. The Houston Fire Department, with the assistance of the Finance Department (formerly the Finance and Administration Department) conducted a study regarding the fee structure for inspections. Nearly a year was spent collecting and analyzing data, and the results were presented in March 2008 to the City Council's Public Safety Committee. LSB has completed the fee study and is preparing an RCA for City Council approval.

3. The third concern is in regards to the Inspector Advisory Committee meetings that were scheduled to occur periodically to discuss fair and equitable policies and provide input to LSB's five year plan. Several meetings were held in 2005 and 2006; however the last meeting took place on May 24, 2007. LSB Management needs to determine if the Inspector Advisory Committee meetings have been effective. If so, then LSB Management needs to fully support the committee and reinstitute the meetings.

4. LSB has not instituted a comprehensive quality control program. Management indicates they were waiting on the Phase II implementation of the ILMS Program. However, it should be noted that LSB has instituted a new approach for inspecting schools and apartment buildings. They now send two inspectors as a team, rather than only one inspector. The Audit Team recommends LSB develop, test, and implement a comprehensive quality control program now, if necessary using the existing Tablet PCs; then, when Phase II of ILMS is developed, tested, and implemented, the quality control process can be automated.


Linda McDonald, CPA
Auditor-in-charge


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APPENDIX A

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AUDIT OBSERVATION	RECOMMENDATION	ACTION STATUS	WORK PERFORMED	HFD MANAGEMENT RESPONSES
INEFFECTIVE OPERATIONAL MANAGEMENT				
<p>The daily operation of LSB is the responsibility of the Assistant Fire Marshall. The management style of the current Assistant Fire Marshall has permitted overtime abuses to occur created an atmosphere of mistrust and fear of retribution which has permeated throughout LSB. The overtime abuses were limited to the Fire Marshall's office. Many chief inspectors and senior inspectors work behind closed doors of their offices.</p>	<p>1 The Fire Chief in connection with the Fire Marshall should take steps to eliminate or correct the prevailing management style to foster an open door policy throughout LSB, get the supervisors out of their offices and into the field and afford them the ability to communicate with the inspectors.</p>	<p>(1) Implemented (2) Implemented (3) Partial Implementation (4) Implemented (5) Not implemented</p>	<p>Reviewed documentation and discussed the following points:</p> <p>(1) The previous Assistant Fire Marshall has retired;</p> <p>(2) Reviewed copies of the Fire Marshall Directives;</p> <p>(3) Reviewed minutes of meetings of the Inspector Advisory Committee. The meetings have become sporadic, and the last meeting held was May 24, 2007</p> <p>(4) Minutes of meetings "involving various LSB disciplines" are not kept, however, documentation of the biweekly meetings was provided in the form of a Microsoft Outlook calendar;</p> <p>(5) There is no monthly LSB newsletter.</p>	<p>HFD Original response: We agree with this finding and recommendation. (1) The Assistant Fire Marshall has been temporarily assigned. The length of this reassignment is contingent on the outcome of pending investigations and future appeals.</p> <p>Current Fire Prevention Management has begun the process of fostering an open door policy. Examples of this include meeting with all sections and soliciting from each discipline and rank. Responsive action includes establishing and meeting with focus groups to jointly resolve LSB issues. (3) An Inspector Advisory Committee was created in March 2005 and has yielded positive results; including writing fair and equitable policies on LSB overtime assignments and transfers. Several group meetings solicit input on LSB's 5 year plan and have been conducted as of September 8, 2005. (4) Future meetings involving various LSB disciplines will occur at 2 week intervals.</p> <p>Communication within LSB will be enhanced with the (5) monthly publication of a newsletter; and</p>

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				<p>(2) reinstating Fire Marshall Directives.</p> <p>Supervisors spend most of their days in the office, as they review numerous documentation requirements. The fruition of the ILMS will allow Supervisors to spend more time in the field by incorporating all of the inspection and permit function into a single database. Phase I of the ILMS is complete. Phase II is to be complete in March 2006.</p>
INADEQUATE PROFESSIONAL AND JOB RELATED TRAINING				
<p>LSB is expected to be operated similar to a business, yet there is no management training and little job related training provided. Inspectors find themselves promoted to senior inspector and beyond, yet are not provided with the necessary management training to accomplish that for which they are held accountable. Funding for travel for professional training including conferences was not authorized.</p>	<p>2 A review of LSB's training requirements should be made to establish levels of inspector proficiency while incorporating basic management and people skills training. These should be tied to promotion standards. An LSB Training Plan should then be developed to ensure all inspectors meet the minimum requirements for their position. Consideration should be given for individuals to be voluntary participants in basic management and people skills training, in preparation for the next position prior to testing for that position.</p>	<p>(1) Alternative Implemented</p> <p>(2) Implemented</p> <p>(3) Implemented</p> <p>(4) Implemented</p>	<p>Reviewed documentation and discussed the following points:</p> <p>(1) Knowledge Evaluation Survey was not done. Discussions with the Training Coordinator revealed that 50% of his staff had less than 5 years experience, and 20% of those had less than 2 years. Since they are so inexperienced, a Knowledge Evaluation Survey would not have added value. He already knew they would need basic and additional training.</p> <p>(2) Reviewed a copy of</p>	<p>HFD Original response:</p> <p>We agree with your observation and somewhat agree with your stated recommendations. Fire Prevention recognizes the need to improve training and acknowledges funding has not been provided for this initiative. Fire Prevention Management is in the process of developing a comprehensive training program that will include the following:</p> <p>(1) Knowledge Evaluation Survey – This will be required for all levels of inspection personnel. The purpose of this survey is two-fold. First to determine the subject areas where the group's knowledge is weak. The second purpose is to prioritize the training areas identified so that the areas where many individuals are weak and/or the areas with high importance</p>

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	<p>Funding should be provided annually to permit one chief inspector and at least two senior inspectors the opportunity to attend fire prevention professional conferences. Consideration should also be made to support the expenses for LSB to provide a representative to the International Code Council (ICC).</p>		<p>the Training Program (Curriculum)</p> <p>(3) Online training began in February 2008. Reviewed class schedules, and discussed online training with the LSB Training Coordinator. The LSB staff is required to take a test after each on-line class. They must make a passing grade, or repeat the class until a passing grade is achieved.</p> <p>(4) Reviewed documentation of attendance at professional conferences and ICC.</p>	<p>are targeted first.</p> <p>(2) Training Program – Curriculum will be both general and specific. The program will include formal training on code interpretation and application from national code experts, as well as, local officials. A formal training seminar from an outside agency was conducted on August 31, 2005. The Training Program will include Officer Development, Diversity Training, Communication Skills (verbal and written) and Legal Aspects of Code Enforcement for all members. At the conclusion of each training session, all inspection personnel will be required to demonstrate an appropriate knowledge level in the topic presented by testing on the subject mater. (3) Currently, 8 training classes have been prepared and are planned to be conducted every month.</p> <p>(4) The LSB will budget for participation in the ICC Code development process. Without adequate funding this action will not be realized. Estimated cost is \$6,000. Currently, funding for this action has not been approved.</p> <p>The LSB is unable to influence promotion standards as these are mandated and governed by Chapter 143 of the State Municipal Code and employee contracts.</p>

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INADEQUATE COMPUTER DATA SYSTEM				
<p>Inspectors have not been provided the means to record building/occupancy inspections while working in the field. They must return to their offices to input inspection results into a Microsoft Access Database (homemade computer) database. In addition, this homemade computer database was developed within LSB by a chief inspector that happened to have certain knowledge of computer databases. LSB plans to replace the homemade database with the City Planning and Development Department's Integrated Land Management System (ILMS) which already has 1,200 users and is 14 years old. The ILMS is being modified to accommodate certain needs of LSB. Over the past several years LSB has approached their computer system needs on a piecemeal basis, and it is our understanding that the ILMS will not meet many of the management related needs of LSB.</p>	<p>3</p> <p>Evaluate the functionality of ILMS for appropriateness; costs related to implementation, peripheral equipment and training; the ability to interface with the inspector in the field utilizing standardized inspection checklists; and its capability to provide timely and meaningful management reports to HFD and LSB management. Phase I of ILMS is not fully deployed and the benefits have not been adequately realized within LSB. Phase II should also be conducted, as it includes the use of outdated equipment for field operations.</p> <p>If the evaluation of the ILMS is satisfactory, then the City should ensure that the implementation is adequately funded.</p> <p>If the evaluation indicates that the ILMS is not a good economic and/or operational fit for LSB, then an appropriate building/occupancy inspection scheduling and tracking system needs to be</p>	<p>(1) Implemented</p> <p>(2) Partial Implementation</p> <p>(3) Partial Implementation</p> <p>(4) Implemented</p>	<p>Reviewed documentation and discussed the following points:</p> <p>(1) Reviewed Purchase Order for the PC Tablets and Aircards.</p> <p>(2) The IT person was added two years after the Report. The IT person was not dedicated to LSB, but was assigned to the entire HFD. His priorities were set by HFD Management, and the ILMS Phase II system enhancements were not considered a priority by HFD Management.</p> <p>(3) Discussed the status of Phase II implementation. The enhancements have been documented by HFD's IT person. In order to begin implementation, City Council must approve the contract with the vendor. City Council approved the contract on June 25, 2008. The funding totaling \$100,000 has been appropriated</p> <p>(4) According to the PCG Supervisor, the PCG team</p>	<p>HFD Original response</p> <p>We agree that it is more efficient to provide Inspectors with the means to record building/occupancy inspections while still in the field. When fully implemented, the ILMS program will provide this function and Inspectors will no longer input data into the Microsoft Access Database. The ILMS being 14 years old indicates that the system provides for stability as it contains all business addresses in the City of Houston. The amount of users of this system is the responsibility of PW&E. Currently, there are City contracts to upgrade ILMS to an Oracle database and a Unix Operating System. This is being accomplished without compromising daily activities. (2) The Fire Marshall's Office is requesting an IT Person to avoid IT problems that are identified in the audit and meet all of the management related needs of LSB as it relates to information management technology.</p> <p>We are utilizing the relationship with the City of Houston's IT Department and PW&E to assist us in the evaluation of our system needs, as it relates to the use of ILMS for appropriateness until an IT person can be hired to continue with this project. (4) Phase I of ILMS is fully deployed and the benefits have been realized as illustrated in the MFR commendation of the Permit</p>

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	<p>identified, funded, procured, and implemented so LSB can operate and be managed in the most cost effective manner.</p>		<p>generates approximately \$87,000 per month; which equals \$1.04 million annually.</p>	<p>Compliance Group which benefited from the ILMS being implemented which increased revenue by \$1.4 mm in the first 6 months of operation. Phase II will be reviewed in depth, as it incorporates the use of outdated equipment for field operations and tests are currently scheduled to use wireless Aircard to test the equipment, system, and training.</p> <p>The information contained in the Building Department's ILMS is essential to the Fire Marshall's operations. Any other system would not contain data related to building code functions and conditions. We agree to fully realize the benefit of the ILMS project (Phase I and II) needs a fully funded implementation and operational plan developed to maximize the return on investment. (3) The costs to fully implement Phase II of the ILMS are as follows:</p> <table border="0"> <tr> <td>IT Programmer Analyst</td> <td>\$45,630</td> </tr> <tr> <td>Web Focus Consulting</td> <td>\$63,000</td> </tr> <tr> <td>Web Focus Developing</td> <td>\$6,500</td> </tr> <tr> <td>Web Focus Software</td> <td>\$863</td> </tr> <tr> <td>122-compaq tablet PCs</td> <td>\$225,578</td> </tr> <tr> <td>122 Mobile Printers</td> <td>\$20,130</td> </tr> <tr> <td>TC1100 Tablet PCs</td> <td>\$20,130</td> </tr> <tr> <td>450ci Mobile Printers</td> <td><u>\$4,837.30</u></td> </tr> <tr> <td>TOTAL</td> <td>\$366,538.30</td> </tr> </table> <p>(1) In current discussions with LSB during the follow-up audit, they stated</p>	IT Programmer Analyst	\$45,630	Web Focus Consulting	\$63,000	Web Focus Developing	\$6,500	Web Focus Software	\$863	122-compaq tablet PCs	\$225,578	122 Mobile Printers	\$20,130	TC1100 Tablet PCs	\$20,130	450ci Mobile Printers	<u>\$4,837.30</u>	TOTAL	\$366,538.30
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				they have equipped all inspection personnel with a tablet PC with an Aircard providing access to the ILMS data while in the field. The PC equipment allows inspectors to get permit assignments, approve or disapprove permits, review or store comments in the system while in the field.
CRITICAL LACK OF AN INTEGRATED COMPLETE MANAGEMENT REPORTING SYSTEM				
Current reporting is predominantly manual and LSB does not have an integrated information system to facilitate management reporting.	4 Implement a computerized management reporting system to provide HFD and LSB management with complete and meaningful daily, weekly and monthly reports which will enable them to better manage LSB.	Partial Implementation	Since Phase II has not been completed, this recommendation has not been fully implemented; however, LSB has completed a significant piece of this recommendation. The contract with the vendor was approved by City Council on June 25, 2008, and the enhancements are expected to be completed within a six month time frame.	HFD Original response We agree that a complete management reporting system is critical to the Fire Marshall's Office. The Microsoft Access database titled Inspectors Daily Report provides activities of each inspector for daily, weekly, and monthly reports that are currently reviewed by team supervisors. These reports will be made available by utilizing Web Focus upon the completion of Phase II of ILMS. Currently, Phase I of the ILMS provides for all permit inspection scheduling, permit renewal, and pending reinspections. Phase II will provide for citations issued, citation status and many other functions that could be utilized in various reports and historical data for review prior to inspection. We Focus is a report-writing program that interfaces with the ILMS See cost in # 3 answers.
INCOMPLETE BUILDING/OCCUPANCY INSPECTION DATABASE				
LSB has inadequate information to determine if LSB's occupancy inspection goals related to high rise buildings and hazardous material	5 To develop a complete listing of high rise building and hazardous material locations that are subject to	Partial Implementation	Since Phase II has not been completed, this recommendation has not been fully implemented;	HFD Original response The ILMS has grown into a complete building / occupancy inspection database through 14 years of use

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<p>have been met. The listing of high rise buildings and hazardous materials occupancies in the homemade database is incomplete. In addition, certain buildings/occupancies subject to inspection that were listed in LSB's previous old databases were never transformed to the homemade database. As a result, there is a risk that certain high rises and hazardous materials in the City are not being subjected to LSB's inspections.</p>	<p>LSB's periodic inspections, the contents of the old computer systems need to be compared to the contents of the homemade computer system.</p>		<p>however, LSB has completed a significant piece of this recommendation. The contract with the vendor was approved by City Council on June 25, 2008, and the enhancements are expected to be completed within a six month time frame.</p>	<p>enabling it to capture all business in the City of Houston as each location has been entered into the system by the Building Department, Signs Division, Solid Waste or other City departments using the system. We agree that LSB's work output cannot be measured, as there is inadequate information in the current in-house database and not all the ILMS data fields are built or populated. However, this will be resolved as Inspectors populate multiple fields in the ILMS. The Fire Marshals Office did not have an IT person nor a data migration plan in place when the Bull System was discontinued as the Bull System could not be made Y2K compliant. This was also the case throughout the period of time when the Armour System was used to facilitate permit sales. The in-house Microsoft Access database was created to provide a replacement for the daily report paper form. This was not intended to provide for all building occupancies identified in the Bull system. Each inspector was able to input any address that they desired. The in-house database was not set up to be the definitive integrated system that provided all necessary addresses in the city. The buildings such as schools, high-rise buildings, etc. are contained in separate data bases utilized as reference and not housed in any other data systems. The Microsoft Access database was only designed to</p>

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				<p>improve data collection from a paper form and to provide reporting capability. This system was never designed with the intention of migration of data from the Microsoft Access database to the intended ILMS system. None of the systems used by the Fire Marshals Office and Permit Office had at anytime the benefit of an Information Technician dedicated to oversee the process. Funding the request for the Programmer / Analyst III position will provide for the report needs, maintenance, training, consulting, and planning for future data system needs. Failure to provide funding for the LSB IT position will limit the ILMS effectiveness to being dependent on what is currently provided and the improvements from ILMS Phase II implementation.</p> <p>The recommendation to incorporate information from the in house Microsoft Access database to the ILMS would be very labor intensive, costly, and provide very little value. The Microsoft access database is primarily useful in providing historical information as archive data until the ILMS replaces its function. The complete implementation of Phase 2 of ILMS, as well as, funding updated Tablet PC's will provide the best automated solution to LSB's data requirements. As of this writing, funding for the Tablet PC's has not been provided. Absent the appropriation of funds for the ILMS (Tablet PC's)</p>

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				hardware, the full value of the ILMS will not be realized. Estimated cost for purchasing the necessary ILMS Phase II hardware is approximately \$250,000. See cost in #3.
LACK OF A COMPREHENSIVE QUALITY CONTROL PROGRAM				
<p>LSB does not have a quality control program to ensure that the quality of the building/occupancy inspections is consistent. In addition, the quality of the information in the homemade database is not adequate, because the data that is imported into the database is not verified.</p>	<p>6</p> <p>LSB should develop a quality control program to ensure the quality and consistency of building/occupancy inspections, and subsequent recording of inspection information.</p> <p>LSB should develop a process to review and, if necessary, correct the information contained in the current database to verify the accuracy and completeness or the building occupancy inspection related data.</p>	<p>(1), (2), (3) (4) and (5) Not Implemented</p>	<p>Requested documentation to support the following:</p> <p>(1) Evidence of Senior Inspector's review of reports for quality control;</p> <p>(2) A copy of the Monthly Quality Assurance Record (FMD 06-003);</p> <p>(3) Evidence of Chief Inspectors Random Sampling of inspector's activity reports;</p> <p>(4) Evidence of Random Peer Reviews;</p> <p>(5) External Customer Satisfaction Surveys.</p> <p>Discussions with LSB Management revealed that Phase II must occur first before the above items are implemented</p>	<p>HFD Original response</p> <p>LSB management is in the process of developing a quality assurance program that includes revised Performance Measures. Report Review, (4) Peer Review, and (5) Customer Satisfaction Surveys. We anticipate these programs to be fully implemented once Phase II of the ILMS is complete. Estimated cost to implement this program is \$100,000. Funding for this action has not been provided. Without adequate funding, the effectiveness of this program will be severely reduced.</p> <p>In current discussions with LSB during the follow-up audit, they stated:</p> <p>(1) Inspector's daily activity reports are generated and Senior Inspectors are reviewing reports for quality control.</p> <p>(2) A monthly quality assurance record for inspections and permit status has been developed and implemented. (See FMD 06-003)</p> <p>(3) Chief Inspectors are conducting random sampling of Inspectors' activity</p>

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				reports to ensure peak work performance is being achieved.
LACK OF STANDARDIZATION IN BUILDING/OCCUPANCY INSPECTIONS				
<p>Many inspectors, with the same inspection requirements, do not use a standardized inspection checklist. Inconsistent inspections are occurring and, as a result, LSB is providing less than adequate service to Houston's citizens.</p>	<p>7 LSB Teams, as part of the Quality Control Program, should develop a standard building/occupancy checklist for each building/occupancy type, and ensure that the revised checklists are used for the applicable building/occupancy being inspected. The checklist should also include the inspector's name, date of inspection, arrival time, departure time, building/occupancy contacts, name, telephone numbers and locations, inspector comments and supervisor comments. The inspection reports should cite specific code violation references, and be reviewed by the inspector's immediate supervisor.</p>	<p>(1), (2), (3) (4) and (5) Implemented</p>	<p>Reviewed the following standardized checklists for:</p> <ul style="list-style-type: none"> (1) Public Assembly Occupancies, (2) Daycares, (3) Foster Homes, (4) Small businesses, (5) The additional checklists for standby assignments. 	<p>HFD Original response Fire Prevention management is in the process of developing standardized checklists applicable for different occupancy types. This information will be captured in the ILMS per each inspection and will facilitate supervisory review. However, caution should be given to relying solely on the checklist to ensure all violations are adequately addressed. Fire Prevention Management will also develop and identify required fields to be completed on the Notice of Violation. This will be part of Fire Prevention's Quality Assurance program, as well as, standardizing inspections. Standardized checklists are targeted to be in use by December 2005.</p> <p>In current discussions with LSB during the follow-up audit, they stated there are standardized checklists for (1) Public Assembly Occupancies, (2) Daycares, (3) Foster Homes, and (4) Small businesses have been developed and are in use. (See FMD 05-002) Additionally, checklists for standby assignments have been developed and are in use.</p>

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				<p>(5) The ILMS system Phase 2 completion was delayed awaiting the passage of the maintenance agreement. This impacts ILMS checklists, training, implementation and quality control. Including the checklists on the ILMS system</p>
<p>LACK OF COMMUNICATION AND SPECIALITY EQUIPMENT</p>				
<p>Many inspectors do not have basic equipment, such as cell phones, pagers, messaging equipment etc., to perform their jobs and/or communicate with their supervisors. In the case of a Special Events coverage, radios are not available to facilitate the on duty inspector's constant direct communication with all emergency services. In addition, a City policy restricts multiple means of communication being issued to inspectors.</p>	<p>8</p> <p>The communication requirements of all inspectors should be evaluated to determine whether they require radios, cell phones, pagers, two-way pagers or some other communication device(s). Once determined, sufficient communication devices should be obtained and issued to permit both emergency and routine communications. Certain inspectors may require more than one communication device.</p> <p>As part of a needs analysis, a survey should be conducted of all members of LSB to determine the equipment required to perform their inspections. The same results should be compared to the equipment actually available. Consolidate the</p>	<p>(1) Not implemented (2) Implemented (3) Not implemented (4) Not implemented</p>	<p>Discussion revealed that all LSB inspectors received a cell phone and a radio to use in the performance of their job assignments.</p> <p>Requested documentation to support the following:</p> <p>(1) Copy of study to determine equipment needs. The study was not performed. Decisions were based on verbal discussions in various management meetings.</p> <p>(2) Documentation of internal controls regarding cell phones. A quarterly status report is turned in by each cell phone user and includes their name and phone number</p> <p>(3) Documentation of internal controls regarding radios.</p> <p>(4) Presently there is no policy or procedure in place to</p>	<p>HFD Original response</p> <p>(1) HFD will initiate a Bureau wide study to determine what equipment will best support our mission and objectives. We anticipate beginning this study by November 2005. Approximate cost to provide functional and effective communication equipment and reasonable airtime for Inspection personnel is \$79,000. Without adequate funding, necessary communication equipment will not be purchased. Currently, funding for communication equipment has not been provided.</p> <p>In current discussions with LSB during the follow-up audit, they stated that :</p> <p>(2) Cell phones have been issued to all Inspection personnel.</p> <p>(3) Currently 50 portable radios have been issued to LSB personnel. It is our understanding that the remainder of the LSB personnel will receive radios.</p>

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	<p>requirements and determine the equipment shortfalls, if any. Develop a plan to acquire the necessary equipment. Have inspectors assume responsibility and be accountable for all equipment issued. Specialty equipment should be maintained at a central location and be signed out when necessary for the conduct of certain inspections.</p>		<p>track the radios, however, LSB indicated that they agree a policy needs to be in place, and have agreed to establish controls in the near future.</p>	<p>(4) Now that the equipment has been provided, LSB management must develop a guideline for use.</p>
WASTING OF ASSETS				
<p>93 Fujitsu Notepad computers and related equipment were purchased in June 1999 for \$471,652 on the recommendation of the Abbey Study. Approximately 80 of them have not been unpacked from their original boxes, because they cannot be used without additional software. The software was requested by LSB in the FY 2001, 2002 and 2003 budgets but not funded by HFD or the City. LSB determined that the Fujitsu Notepad computers were outdated and of little, if any, value in the FY 2004 budget documents. This had previously been addressed by HFD and was not successfully resolved.</p>	<p>9 An investigation be conducted to determine: the cause of the lack of use of the Fujitsu Notepad computers; if any malfeasance occurred; if the computers are still useful to LSB; if not, then recommend appropriate disposition of the equipment. LSB should also develop procedures to prevent any reoccurrence.</p>	<p>Alternative Implemented</p>	<p>Reviewed the Purchase Order of the PC Tablets and Aircards</p>	<p>HFD Original response The former Mayor's Executive Assistant ordered the purchase of the Fujitsu notepad computers. We agree that the hardware was ill advised and even if it could be proven that it was the best available at the time of purchase, it should have been tested in a small sampling of hardware prior to purchase. We are currently testing several Aircards one to be used with a modern "Hammerhead" tablet PC using Windows XP and an additional test using the old Fujitsu tablet PC's. The results of these tests will guide our recommendation as to the feasibility and benefit of hardware versus cost.</p>

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INADEQUATE PROCEDURES TO COMMUNICATE CRITICAL INFORMATION					
Inspectors were not made aware of properly issued subpoenas by their management in sufficient time to allow for the inspector's attendance in court. There were 55 instances (8%) where an inspector failed to appear in court, and a reason was not given.	10	LSB should develop lines of communication with applicable courts and determine if email notification of subpoenas is possible. If so, LSB needs to develop a process to obtain the subpoenas from the courts, and deliver them to the appropriate inspector in sufficient time to allow for the inspector's appearance in court.	Implemented	Requested a copy of the policy and procedure that ensures the Inspectors receive timely notification for court appearances. There is no written policy; however, there have been no problems since they began the daily pickups from the municipal courts.	HFD Original response The LSB has developed a policy and procedure to ensure Inspectors receive timely notification for court appearances. This policy was effective August 2, 2005.
AN AGING FLEET					
LSB has 84 vehicles, 68% of the fleet, which exceeds the City's Vehicle Replacement criteria. As of December 31, 2004 the 84 vehicles have in excess of 122,000 miles on average.	11	LSB, in conjunction with HFD and other City Departments, should develop a plan to either replace existing LSB high mileage vehicles with more reliable existing City vehicles or "fast track" LSB's vehicle replacement schedule.	Partial Implementation	Discussed the situation and received documentation on current status of vehicle replacement The prior audit stated that 68% exceeded the replacement policy. Currently 14% of the vehicles meet current policy; (less than 100,000 miles and model years of 2004 and newer.)	HFD Original response LSB has requested and will continue to request expedited vehicle replacement. Cost for vehicles is estimated at \$255,000. Current funding does not include vehicle replacement. MFR, along with previous auditing firm (TriData) both show the necessity for Inspectors to have dependable vehicles in order to conduct timely inspections and permit functions.
INADEQUATE PERMIT FEES CHARGED					
LSB conducts numerous inspections related to the City's permits; however, the current fee structure does not cover all costs incurred by the City to conduct	12	LSB, HFD, and the City should review the existing permit fee structure to ensure that LSB is charging the appropriate fees for their	Partial Implementation	Discussed study and received a power point presentation given to the City Council's Public Safety Committee in March 2008. LSB has	HFD Original response LSB agrees with this observation and recommendation. We will immediately begin a review of existing permit fees and work with the appropriate agencies

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<p>those inspections. The City's annual FY budget preparation guidance document indicates that Permit Fees are to be reviewed each year. The last review was conducted in 2002 with FY 2001 cost information.</p> <p>The City's Executive Order No. 1-38: Accounts Receivable Policy (effective September 1, 2003) requires City Departments to annually review its charges for providing services to customers and citizens, Paragraph 3.4.2.</p>	<p>services.</p>		<p>completed the fee study and is preparing an RCA for City Council approval.</p>	<p>to develop a revised permit fee schedule. Fee adjustments will require City Council approval. The revised fee schedule will be presented with the adoption of the 2006 International Fire Code. This is expected to occur in 2006.</p>