

# Pinal County - Managing For Results

## Annual Report

FY 2009-2010

### FACILITIES MANAGEMENT

#### Construction Program

##### Construction Major Repairs Activity

KR % of facility major repairs done within 2 business days

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
95.00%*	50.00%	95.00%	0.00%	95.00%	0.00%	95.00%	0.00%	95.00%	0.00%	95.00%

There were no Major Repairs for the year. After reviewing our Strategic Business Plan it was decided that since outside contractors were used to take care of our major repairs that we should not have been counting and entering the major repairs into MFR from July 2009 – October 2009. Major repairs are unpredictable like most of the Facilities Departments work so we will continue tracking this measure. We will not be changing any of the targets or CYEE's involving this activity for the following year.

##### Construction Modification Activity

KR % of facility modifications that meet Pinal County Facilities design standards

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
90.00%	100.00%	90.00%	100.00%	90.00%	100.00%	90.00%	100.00%	90.00%	100.00%	90.00%

Facilities had a total of 19 Construction jobs for the year and at the beginning of the year our challenges were scheduling work in a timely manner, better communication with the client and quicker funding approval. Now with the implementation of the Project Schedule Template the process has smoothed out considerably for everybody concerned.

Forecasts for the next year are difficult to predict with construction work, but it appears it will run smooth especially if we have adequate manpower available. Facilities will continue to work closely with all entities to assure that all jobs run smooth, on schedule and if a problem arises work quickly to resolve it.

#### Custodial Program

##### Routine Custodial Services Activity

KR % of responding County employees who report they are satisfied or very satisfied with the cleanliness of County facilities

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
80.00%*	93.90%	90.00%	93.10%	90.00%	97.83%	95.00%	96.70%	95.00%	95.45%	95.00%

The mission of the Facilities management/Custodial Department is to provide custodial services to Pinal County employees and departments so that they can conduct public business in a clean and safe environment. This is a statement that the custodial department employees work to achieve every day. When the department is successful in meeting our goal of 80% of responding employees report that they are satisfied or very satisfied with the cleanliness of County facilities month after month, we fulfill our mission statement. We had successes this year; In order to have those successes schedules were rearrange, the floor and carpet crews were utilized as replacements and in some cases the supervisory and office staff were used as replacements as well. These successes come at a cost, the floor and carpet cleaning schedule are 3 weeks behind and when we used the supervisory and office staff we had to rely on Facilities administrative staff to help out in our office. We will continue to provide quality service to Pinal County employees as well the public.

# FACILITIES MANAGEMENT

## Custodial Program

### Special Custodial Activity

KR % of facility areas returned to operation within one business day

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
98.00%*	100.00%	98.00%	100.00%	98.00%	100.00%	98.00%	0.00%	97.62%	100.00%	97.62%

The Custodial Department responded to 42 water extractions for this year. In January alone we had more water extraction than we anticipated for the year. Custodial staff took care of all the water extractions, and had the wet areas operational within one business day. Custodial had to reassign staff to take care of these special needs, some of the water extractions were small requiring only 1 custodian and taking 30min. to 1 hr. to complete, while others required both shifts and several hours. Our challenge with water extractions is that when staff is reassigned for a water extraction the level of cleaning in different departments decreases, from level 3 to level 2 and in some instances no service at all.

Note:

Level 1 = no scheduled services will be provided for the day.

Level 2 = minimal services will be provided for the day (trash will be picked up, the restrooms, break rooms and public areas cleaned, no carpets are vacuumed, no floor are mopped, no dusting is done).

Level 3 = all scheduled services will be provided for the day.

## Maintenance Program

### Preventative Maintenance Activity

KR % of equipment on established preventative maintenance schedule

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
90.00%*	81.59%	90.00%	99.81%	100.00%	99.14%	100.00%	96.86%	100.00%	95.38%	100.00%

There have been 237 pieces of equipment added to our Preventative Maintenance program in our Maintenance Connection software for the year. Most of the larger equipment (air conditioners and generators) have been entered. The department is now focusing on smaller and less expensive equipment (hot water heaters and pumps). All of the Tech's have been informed to pass the nameplate information from new equipment to the activity manager for data entry in to the Maintenance Connection. The challenge is that there is a lot of smaller, unidentified equipment through out the county. The solution the department came up with was to enter equipment into Maintenance Connection as the equipment gets replaced. This will also allow the techs to stay focused on equipment that has already been established on preventative maintenance, and repair work orders.

In January we decided that since we have all of the larger items entered into our Preventative Maintenance program in our Maintenance Connection software that it would be beneficial to change this measure to see if the Preventative Maintenance work orders are being completed on time. This measure is meant to be similar to our Repair and Response or Special Needs activities that measure the completion of work orders.

In March I started entering the data for what we are going to be changing this measure too. Although we were at 100% for the equipment being entered the numbers show how we were doing for getting our Preventative Maintenance work orders done on time.

Since we started tracking this information we have had 70 overdue Preventative Maintenance work orders out of the 2154 Preventative Maintenance work orders. I consider this a success that will hopefully continue as we continue to increase and develop our Preventative Maintenance program. We will continue to work with the staff to give the staff adequate time to get there PM's done with the work load that the staff already has. We will also continue to add equipment to the schedule and adjust the schedule to keep the work load balanced so one month is not more overloaded than another.

# FACILITIES MANAGEMENT

## Maintenance Program

### Repair Response Activity

KR % of survey respondents who say they are satisfied or very satisfied with timeliness, completion and service orientation of response

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
90.00%*	85.71%	90.00%	85.56%	90.00%	81.33%	88.45%	99.46%	88.45%	99.46%	88.45%

There were 432 surveys returned for the year. Of the 2078 possible positive responses we got back 1897 positive responses regarding timeliness, completion and service orientation. We changed our survey toward the end of the year and now have 4 questions that we pole from:

- Was the work completed in a prompt and timely manner?
- Were the employees courteous and professional?
- Were you satisfied with the final results?
- Was the work area cleaned up after completion of the project?

Our recent response to our survey has been positive so we will continue to rearrange employee's schedules and give our employee's the means to take care of our customers Repair and Response needs. Even though most of our feed back from the survey has been positive I have seen a few issues through out the year.

We understand that we are going to have issues with HVAC units and will make buildings a little uncomfortable for a while, but customers need to understand that after repairs are made it will take a while for there building to cool back down. We would also like to set a standard temperature range to improve efficiency of the HVAC units, cost savings to the county, and making an acceptable work environment within national standards.

Another challenge had been containing category 1\* issues in 4 hours. Personnel might be on the other side of the county and can not make it back in the time allowed. Or a work order comes in after hours for locks, plumbing, and electrical and only an HVAC tech and a member of the jail maintenance staff\*\* are on call. The on call staff does not respond to these issues because they are not trained in these areas and additional staff (that do not carry county phones) are called out, and these staff members are sometimes hard to reach and there is a delay in responding to these issues. The only solution to this problem is to put additional staff on call to cover these areas.

A challenge I continually comment about is that our Category 3\*\*\*\* (Special Needs) work orders have been taking valuable time away from our Category 2\*\*\*\* work orders. We will continue to emphasize that Category 2 work orders are our priority. We will continue to prioritize, and rearrange schedules to meet all of the demands other departments have, and hope to continue having positive feedback on our survey. Another challenge we face is the increasing square footage (6,700 sq ft this year) of county facilities without the addition of more staff to help take care of our customers needs. While these are new buildings and should not require a lot of initial attention there always seems to be initial requests for adjustments, additional preventative maintenance, and our staff will also have to address non warranty issues. It would be nice to hire additional staff so that we continue to get positive responses in our survey.

\* Category 1 (Repair & Response) work orders involve public safety, security and facility asset damage related emergency.

\*\* Jail Staff only takes care of the jail and usually get called out a couple times a week.

\*\*\* Category 2 (Repair & Response) work orders that involve normal repair to the facilities.

\*\*\*\* Category 3 (Special Needs) work orders are defined as work requests that are not related to the operation of the facility including furniture moving and assembly, wall hangings, event setups, salvage removal, and take care of key requests.

### Vandalism Repair Activity

KR % Increase from 90% previous year vandalized cells able to be occupied within 24 hours

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
5.00%*	0.00%	5.00%	0.00%	5.00%	0.00%	5.00%	133.33%	5.00%	133.33%	5.00%

Last years numbers were based on a best guess figure of 3 from the previous year. This year shows a more accurate count of 10 cells that were unable to be occupied within the 24 hour time period. This makes the reflected Actual measurement appear as a success however, the purpose of the activity is to identify a loss of resources and the increase is actually not a desired result. There were a total of 472 cells vandalized for the year, and only 10 cells of the 472 cells were unable to be used in 24hrs. The cost for fixing all of the vandalism in the jail for the year was \$46,680.00. Our jail maintenance staff is successful because they keep standard items available for repairs, maintain their equipment\* used for the repairs, and have a good working relationship with the detention staff. The Jail Maintenance staff will continue to get the support needed to take care of these issue's in a timely manner.

One of the challenges the Jail maintenance staff faced for the year with this task are expensive items like window's that take several days to get ordered through the procurement process. There is no real solution to this problem other than it takes time to due all of the paper work, get the paper work processed, and then wait for the vendor to ship the needed materials. Jail maintenance staff will continue to work within our department to get the paperwork in efficiently so that it can be turned over to finance for long lead items to be ordered.

Another challenge our department faces for this measure is that we do not have any control of what is going on and have no way to prevent these issues. A detailed monthly report is being sent to upper management for review. We hope this information will help support our efforts for cutting down the damage to the facility.

# FACILITIES MANAGEMENT

## Special Needs Program

### Special Needs Activity

KR % of unscheduled Special Needs work orders completed within 3 days

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
85.00%*	93.14%	85.00%	82.50%	85.00%	81.33%	85.00%	83.10%	85.00%	83.10%	85.00%

There were 891 Special Needs work orders out of 1000 Special Needs work orders completed within 3 working days for an average of 89.1%, which is 4.91% above our target and YEE. Facilities success for this measure is that we are able to rearrange the tech's schedules and give adequate notice to get these work orders done in an orderly fashion, and will continue to do this in the future. The challenge for this measure as I have stated all year is that the Facilities Department prioritizes the operation of a facility and Special Needs activities are always extras that do not effect the operation of a facility. The Facilities Staff will continue to complete Special Needs activities to the best of the staff's abilities as long as the Repair and Response or Preventative Maintenance activities are taken care of. I will not be adjusting the CYEE at this time.

## Administrative

### Department Director

KR % of applicable Key Results achieved

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
100.00%	70.83%	70.00%	71.43%	60.00%	74.29%	70.00%	82.76%	88.00%	74.15%	88.00%

Records Retention is 100% having all 3 Series of Records Management in compliance.  
 The Training measurement is 100% having \$800. out of \$800. being directly aligned to our department goal of "Safe, Clean and Comfortable working space".  
 In addition to the previous successes, the measurement for Vehicle Service which has achieved 100% in the last several months due to automated work orders generated on a monthly basis.  
 We have consistent positive survey results in our Custodial and Repair and response measurements as well as the Director's Survey.  
 Our HR measurement was 70 out of 71 submitted on time.  
 Custodial Special Needs measurement shows all issues resolved within designated time.  
 Our Modifications measurement completed over 19 projects. A new project template was introduced and has helped in providing guidelines and timelines to help maintain compliance and track-ability to projects.  
 All Major repairs this year were contracted out. This is partly due to a decrease in the Construction Staff, time conflicts, and health related absences.  
 All Major Equipment has been inputted into Maintenance Connection for tracking and Preventive Maintenance work order generation. We will continue to add new inventory as well as some remaining smaller pieces of equipment.  
 We have successful in keeping up with the Repair and Response Activities. This is due to a decrease in the number of Special Needs Activities we are responding to. A negative result in the Special Needs is an indication of Higher Priority Issues being addressed.  
 The Vehicle Management measurement of Vehicles Operated 10,000 miles was identified as not applicable to our Special use Vehicles mid way through the year.  
 One of our most difficult challenges is to curb the amount of avoidable damage identified in our Vandalism, Neglect and Abuse Activity. This is a cross cutting issue with the Sheriff's Admin and we are working with the Executive team to explore ideas for reducing the impact to our resources.

# FACILITIES MANAGEMENT

## Administrative

### Department Director

KR % of surveyed customers who say they are satisfied or very satisfied with the services provided by the department

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
75.00%	100.00%	75.00%	100.00%	98.00%	99.25%	100.00%	99.78%	99.00%	99.74%	99.00%

FY 09/10 we discovered late that we were tracking on a monthly as opposed to the annual. We made adjustments on the final month to reflect the proper numerators and denominators. Facilities staff had various challenges throughout the fiscal year including the absence of a secretary due to emergency medical leave for over 4 weeks, leaving only one secretary to manage routine office duties along with finance/accounts payable responsibilities throughout that time. During this period we had difficulty keeping up with some MFR entries. This was our first year of tracking data for both MFR and our new data tracking software. Because of the learning curve for both, it took us a while to refine our accuracy in data collection and input.

Facilities has consistently received 100% satisfaction from surveyed respondents for FY09/10. Administration, Construction, Custodial, and Maintenance departments all received 95% to 100% customer satisfaction throughout the fiscal year, which is a direct reflection of our employee dedication to providing quality customer service.

The addition of a new secretary, along with the return of the absent secretary allowed Administration to fall back into normal routines and focus on addressing important issues such as MFR. Specifically, staff spent October thru June documenting and purging outdated records as part of the Records Management activity. Facilities' is in compliance with managing both records series as of June 30, 2010.

Facilities continues to struggle with low survey responses along with the need for 3 different department surveys. As noted in the monthly analysis, many employees are over-surveyed as part of MFR in general. Staff will continue to collect data with all three department surveys for key activities.

The department also had other challenges with employees out due to illness; scheduled vacations; length-of-service leave; unplanned emergencies; and some work related injuries. Employee schedules were rearranged to provide coverage for the absent employees and still maintain quality customer service. In many instances, the department supervisors from Maintenance, Custodial, and Construction worked in place of absent employees to avoid any disruption of services to our customers.

## Financial Services

KR % of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
90.00%	52.54%	90.00%	65.00%	85.00%	83.52%	85.00%	74.65%	73.00%	73.30%	73.00%

The majority of payment authorizations for Facilities are payments on blanket purchase orders for services, not just material or goods. Procurement card purchases aren't tracked by this measure with data from Finance. FY10/11 targets and result measures will be adjusted to reflect receipt of goods only.

For FY09/10, Facilities has seen consistent increases in timely payments for vehicle services and other areas affected directly by MFR Administrative Activity. Tracking data on services show that the majority of our fleet vehicles are in compliance with the Vehicle Management activity for vehicles services. Also, this activity directly influences tracking measurement data for Records Management as part of our purging project. Although both are services, the information has been helpful in completing the projects for FY09/10.

Staff was challenged with typical problems such as not being able to receive services in a timely manner due to delays in scanning invoices through Finance. By the time the invoice reaches our department it is already out of the acceptable time frame. Misdirected invoices were another issue, resulting in further delays in receipt. Other delays include completion of installations with an invoices being issued at the start or midway through a job. These problems are all standard this year for our department. Tracking only receipt of goods in FY10/11 should result in lower target ranges with more items received in the accepted timeframe.

# FACILITIES MANAGEMENT

## Administrative

### Human Resources

KR % of all annual employee appraisals will be submitted to Human Resources by the end of January due date.

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
98.00%	0.00%	98.00%	0.00%	98.00%	0.00%	99.00%	98.59%	98.00%	98.59%	98.00%

In January, 98% of the appraisals were completed on time. One employee requested additional time to review his appraisal and was notified of a deadline but failed to return the paperwork to the Facilities Director. Since no paperwork was due except in January, staff focused on the new appraisal process to be implemented in FY10/11.

The challenge for FY09/10 was creating sufficient time for deadlines, allowing department supervisors to complete their paperwork, review with the department director and conduct appraisals with employees without impacting daily operational loads in their work area. Reinforcing the time frame on paperwork for appraisals is especially relevant with the pay for performance implementation for FY10/11. Pay for performance requires require that supervisors and staff set aside time to process paperwork in the next few months so the appraisal process will flow smoothly in July.

### Records Management

KR % of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	100.00%

3 out of 3 managed recorded series are fully compliant.

Facilities manages 3 record series. They are General Records Retention Schedule for all State Agencies Financial Records, General Records Retention Schedule for Counties / Administration Records and All State Agencies / Human Resources/Personnel Records. FY09/10 proved difficult to bring the Records Management activity into compliance by the end of the year.

The first quarter of the year was difficult with the volume of basic office duties needing to be covered by the Admin employees. In addition, one employee was gone for over 4 weeks due to emergency surgery & recovery. October reflected the return of our secretary full time and the addition of another secretary on staff. Admin., Construction, Custodial and Maintenance staff were affected with employee absences including length of service leave, illness, holidays, vacation plans, some FMLA and work related injury cases. December through June showed considerable progress with the records purging project with everything in compliance by June 30th. FY10/11 will start this activity in compliance with legal and policy requirements as directed.

### Training

KR % of training dollars spent that directly align to County or Department strategic goals.

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
85.00%	0.00%	85.00%	0.00%	85.00%	0.00%	85.00%	100.00%	100.00%	100.00%	100.00%

Facilities employees were sent to mandatory continuing education classes for employees with weed/chemical control licenses for FY09/10.

Employees were also sent to locksmith classes if it pertained to their areas of expertise during FY09/10. \$800.our of the \$1,000 training budget was spent. All \$800. was in alignment with the Department Strategic Goal for Clean, Comfortable work environment.

### Vehicle Management

KR % of department vehicles operated more than 10,000 miles per year

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
95.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Facilities vehicles are classified as special use vehicles. Our vehicles house tools and equipment for work Maintenance Work. The vehicles are for immediate response to work related issues and have been listed as exempt.

KR % of department vehicles with preventative maintenance performed as scheduled

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
95.00%	97.16%	95.00%	95.74%	95.00%	99.26%	95.00%	100.00%	100.00%	98.02%	100.00%

Implementation of scheduled service intervals on our Maintenance Connection prgrm has allowed us to ensure maintenance is performed. We will be looking to improve the service reqirements in this measure to include multi point check ups on a monthly basis..