

INTERNAL SERVICES COMMITTEE



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INTERNAL SERVICES COMMITTEE

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INTERNAL SERVICES COMMITTEE

The Internal Services Committee was charged with the review and investigation of the operations and functions of the following County departments:

- Architecture and Engineering
- Facilities Management
- Fleet Management (formerly Vehicle Services)
- Purchasing
- Real Estate Services

The committee established subcommittee teams that were formed based on individual backgrounds in the various departments' functions. Directors of the County departments within this group were interviewed and investigations completed.

The full Internal Services Committee, consisting of Teams 1 and 2, joined forces to produce an interim report on the Design-Build Construction Method for the Architecture and Engineering Department.

The Architecture and Engineering Department presented the interim report to the Board of Supervisors on March 27, 2001 and requested that the Board follow the Grand Jury's recommendation. The Board directed County staff to pursue new legislation, or amend Assembly Bill 2296 in order to allow San Bernardino County to use the design-build method of construction as a contracting option.

The investigations completed by the subcommittee teams resulted in the following final reports.

ARCHITECTURE AND ENGINEERING DEPARTMENT

BACKGROUND

The Architecture and Engineering Department (A&E) is responsible for the planning, design and administration of the County's Capital Improvement Program (CIP). This includes preparation of bid packages, advertising, negotiations, and administration of construction projects. The staff consists of 24 persons. A Director of Architecture and Engineering was appointed February 21, 2001.

FINDINGS

A&E does not use in-house estimating for construction projects. The use of outside sources is costly and time-consuming. However, specialized types of construction and/or major construction projects may justify outside sources.

The department is conducting a downtown (San Bernardino) space study. The intent is to find additional space for County needs. The study is referred to as the "*County Government Space Master Plan*".

A&E has formulated an excellent CIP monthly status report. The report provides the Board of Supervisors and department heads with current information on the progress of ongoing capital projects. At the present time the reports are prepared in a printed-paper format, which is slow and time-consuming.

A large volume of paper documents including maps, building plans, blueprints, etc. of County facilities are housed in the department's storeroom. The original hand drafted construction drawings of the San Bernardino County Courthouse are among the plans in the storeroom. In the event of fire or earthquake, loss or damage to this material would be a severe financial loss to the County. To date only about four percent (4%) of the material has been digitized because of budget constraints. The estimated cost to complete this project is \$40,000.

RECOMMENDATIONS

- ✓ 01-68 PROVIDE THE ARCHITECTURE AND ENGINEERING DEPARTMENT WITH COMPUTER-GENERATED PRODUCTS THAT WILL ALLOW IN-HOUSE ESTIMATING QUICKLY AND MORE EFFICIENTLY, WITH MINIMAL UP-FRONT FUNDING.
- ✓ 01-69 COORDINATE THE DOWNTOWN SAN BERNARDINO SPACE STUDY WITH SAN BERNARDINO CITY OFFICIALS AND CITY OF SAN BERNARDINO REDEVELOPMENT STAFF.
- ✓ 01-70 PLACE CONTENTS OF EXISTING PAPER BOUND MONTHLY CAPITAL IMPROVEMENT PROGRAM REPORTS ON COMPUTER DISKS.
- / 01-71 PROVIDE THE ARCHITECTURE AND ENGINEERING DEPARTMENT WITH THE FUNDING TO ALLOW MAPS, DRAWINGS, AND BUILDING PLANS, ETC. OF PUBLIC FACILITIES TO BE DIGITIZED AND PLACED ON COMPUTER DISKS. STORE THE PAPER MATERIAL AT A SECURE OFF-SITE LOCATION.

SUPER BLOCK MASTER SPACE PLAN

BACKGROUND

The Architecture and Engineering Department is responsible for the planning, design and administration of the County's Capital Improvement Program. This includes the preparation of bid packages, advertising, negotiating, and administering construction contracts.

FINDINGS

Concerns about the overcrowded conditions in the Central Courthouse and surrounding buildings, plus the scattering of County facilities throughout the city of San Bernardino, prompted the Internal Services Subcommittee to begin a survey of available office space in a short and long-range plan for the downtown San Bernardino area.

Five sites were surveyed. The square footage, available parking and the number of floors of the buildings were noted. A map showing the five sites in relation to the Courthouse complex is shown on Exhibit A.

After our survey began, a consultant contracted by the County commenced work on a comprehensive downtown San Bernardino space study.

In March of 2001 the consultant presented the Board of Supervisors with a space report titled "*The San Bernardino County Super Block Master Plan*". The super block is described as the four-block area surrounding the existing County Government Center and the Courthouse. This area is also shown in Exhibit A. The report refers to the super block and the adjacent areas to the north, south and west as the "Extended Super Block".

The plan is intended to establish the broad space needs of the County and the Central Courthouse in the downtown San Bernardino area. Also, it will define the availability of structures or sites that could be leased, purchased, or built upon to meet both present and future space needs.

The plan projects space and personnel needs and preliminary cost estimates in the expanded "super block" to the year 2010. The plan establishes a framework for determining which County departments and agencies should be located in the expanded super block and how best to accomplish this need.

The following table contained in the report summarizes the projected square foot space and parking shortfall in the expanded super block.

	2000	2003	2005	2010
Space Available	785,237			
Space Need		927,301	1,001,086	1,145,860
Shortfall		142,064	215,849	360,623
Parking Available	2,290			
Parking Need		3,709	4,004	4,583
Shortfall		1,419	1,714	2,293

The plan proposes three (3) options to accommodate future County expansion in the expanded super block:

Option 1 – Lease Additional Space - Option 1 assumes that the County would continue use of existing owned and leased property and lease additional space in existing buildings.

Option 2 – Lease and Purchase Additional Space - Option 2 assumes that the County would purchase a large existing structure and lease another large existing structure.

Option 3 – New Construction - Option 3 assumes that the County would build one new building, or more, if needed.

The following table contained in the report summarizes the estimated 10-year cost of the three proposed options:

Proposed Option	Average Annual Cost	Cumulative 10-Year Cost
Option 1 – Lease Additional Space	\$6,068,296	\$60,682,964
Option 2 – Lease and Purchase	\$5,543,399	\$55,434,001
Option 3 – Build New	\$6,105,648	\$61,056,480

The Plan recommends that the County’s Building Inventory Data System (BIDS) be updated and refined.

An accurate inventory of County-owned or leased buildings, including age of structure, square footage, operating costs, number of occupants, and whether the building is in use or vacant are essential elements in space planning.

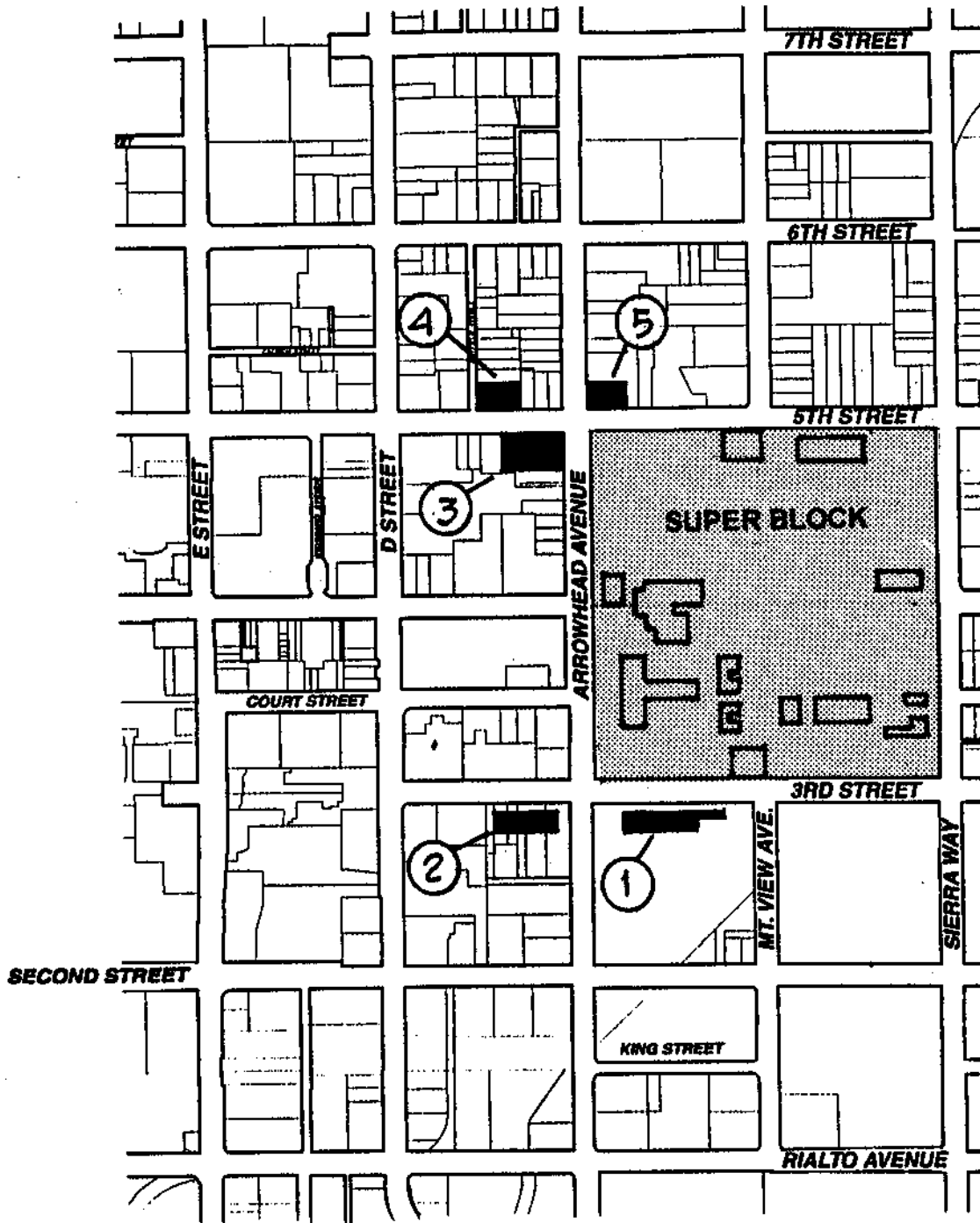
RECOMMENDATIONS

- ✓ 01-72 DIRECT THE ARCHITECTURE AND ENGINEERING DEPARTMENT TO ANALYZE THE VARIOUS OPTIONS SET FORTH IN THE *SUPER BLOCK MASTER SPACE PLAN*, AND REPORT BACK TO THE BOARD OF SUPERVISORS WITH A SPECIFIC RECOMMENDATION.

- ✓ 01-73 DIRECT THE ARCHITECTURE AND ENGINEERING DEPARTMENT TO PREPARE A SHORT AND LONG-RANGE DEVELOPMENT PLAN TO ACCOMMODATE PROJECTED SPACE AND PARKING NEEDS. ESTABLISH A TIMETABLE FOR THE COMPLETION OF THE SHORT-RANGE PLAN TO AVOID THE POSSIBILITY THAT AVAILABLE

OFFICE SPACE IN THE DOWNTOWN SAN BERNARDINO AREA
CEASES TO EXIST.

- ✓ 01-74 INCLUDE THE NEEDS OF THE CENTRAL COURTHOUSE FACILITY
IN THE PLAN.
- ✓ 01-75 UPDATE AND REFINE THE COUNTY BUILDING INVENTORY DATA
SYSTEM (BIDS).
- ✓ 01-76 THE GRAND JURY RECOMMENDS THAT OPTION 3 SHOULD BE
CONSIDERED DUE TO THE NEGLIGIBLE DIFFERENCE BETWEEN
LEASING AND BUILDING NEW.



1. 247 W. 3rd. St. • (old State Hwy. Bldg.) • poor condition
2. 303 W. 3rd. St. • (former State Bldg.) • 100,000 sq. ft. • 6 stories • approx. 413 pk. sp. • good condition
3. SW. cor. 5th and Arrowhead Ave. • 26,000 sq. ft. • 2 stories • 87 pk. sp. • good condition
4. 350 W. 5th. St. • 16,500 sq. ft. • 2 stories • approx. 75 pk. sp. • good condition
5. 505 - 515 Arrowhead Ave. • 5 stories • 50,000 sq. ft. • approx. 174 pk. sp. • good condition • Public Health occupies all but 8000 sq. ft.

INTERIM REPORT ON THE ARCHITECTURE AND ENGINEERING DEPARTMENT

(Issued February 2, 2001)

BACKGROUND

The County of San Bernardino is losing time and money by not using the design-build method of construction. Design-build means a procurement process in which both the design and construction of a project are obtained from a single entity.

The Architecture and Engineering Department is responsible for the planning, design, and administration of the County's Capital Improvement Program. This includes the preparation of bid packages, advertising, negotiating, and administering construction contracts. Existing State law requires public entities to comply with certain procedures in soliciting and evaluating bids and awarding contracts for the erection, construction, alteration, repair, or improvement of any public structure, building, road, or other public improvement.

FINDINGS

Signed into law by Governor Gray Davis on September 22, 2000, Assembly Bill 2296 authorized only the counties of Alameda, Contra Costa, Sacramento, Santa Clara, Solano, Sonoma and Tulare to enter into County design-build contracts, as an option, according to specified procedures, until January 1, 2006. These seven counties have recognized the benefit of design-build contracts. San Bernardino is not included as a named county in the new legislation.

The County Architecture and Engineering Department currently uses a conventional process on new construction. The main disadvantage of conventional construction is that it is a time-consuming process where each step is taken as follows: A design firm is chosen through a competitive process; a negotiated contract is awarded to the successful design consultant; competitive construction bids are solicited; a construction contract is awarded to the lowest responsible bidder. Each step is subject to County Administrative Office review and Board of Supervisors' approval.

The Architecture and Engineering Department is restricted by current State law from using the design-build method, utilizing cost-effective options for building and modernizing public facilities.

The Legislature found the benefits of the design-build alternative procedure, as stated in Assembly Bill 2296, include:

1. Accelerated completion of projects.
2. Cost containment.
3. Reduction of construction complexity.
4. Reduced exposure of risk to the county.
5. Cost-effective benefits by shifting the liability and risk for cost containment and for the project completion to the design-build entity.

The Legislature has recognized the national trend, including authorization in California, to allow public entities to utilize design-build contracts as a project delivery method.

The main advantages of the design-build process are that it is faster than conventional construction and coordination of the project is easier because the designer and builder are on the same team and the builder often hires the designer.

RECOMMENDATIONS

- ✓ 01-77 THE BOARD OF SUPERVISORS ADOPT, AS SOON AS POSSIBLE, A RESOLUTION SUPPORTING THE DESIGN-BUILD CONCEPT AS A VIABLE OPTION.
- ✓ 01-78 THE BOARD OF SUPERVISORS REQUEST ONE OR MORE OF THE COUNTY'S ELECTED STATE LEGISLATORS TO SPONSOR NEW LEGISLATION, OR AMEND ASSEMBLY BILL 2296 IN ORDER TO ALLOW SAN BERNARDINO COUNTY TO USE THE DESIGN-BUILD METHOD AS AN OPTION FOR PROPOSED CONSTRUCTION PROJECTS.

FACILITIES MANAGEMENT DEPARTMENT

BACKGROUND

The Facilities Management Department conducts building maintenance, grounds upkeep and custodial services for 350 County-owned facilities. It also administers the Home Repair Program and provides maintenance services to the County's Capital Improvements Program. Building infrastructure documentation resides on paper in various levels of detail, completeness and accuracy. Costs associated with services in the Custodial, Grounds, and Maintenance Divisions make up a part of the Auditor/Controller's Countywide Cost Allocation Plan (COWCAP) report via the Job Cost Ledger (JCL) system. The Home Repair Program's applicable costs are also captured using JCL in support of Federal reimbursement policies. Drawings depicting building infrastructure design and configuration (as built) are common data shared by the Architecture & Engineering Department, Facilities Management, and the Information Services Department. Summary level data from those drawings make up a part of the Building Information Data System (BIDS) database.

FINDINGS

When a request for service is received from a County office, Facilities Management employees are dispatched to do the work. There is a computer program that tracks service requests, but it is not an online program. There is currently no computerized preventive maintenance capability available that tracks equipment down-time when maintenance is needed, time involved in the performance of this service, total cost to maintain the equipment, and projected equipment life span duration to need for a replacement item.

The County Information Services Department (ISD) is currently working with the Facilities Management Department to develop an online computer program to track the department's service requests from their receipt to their completion.

The County's proposed Computer Aided Facilities Management (CAFM) system would be able to track these service requests by creating a complete record of current maintenance activities and costs. This would develop a County experience-based preventive maintenance schedule and project replacement timing for budget planning.

RECOMMENDATION

✓ 01-79 DEVELOP TO COMPLETION, THE PROPOSED COMPUTER AIDED FACILITIES MANAGEMENT (CAFM) SYSTEM IN THE INFORMATION SERVICES DEPARTMENT THAT WILL TRACK THE TOTAL PREVENTIVE MAINTENANCE FUNCTION AND IDENTIFY RESOURCE RESTRAINTS, MAINTAIN A HISTORICAL DATABASE, AND INTERFACE ELECTRONICALLY WITH OTHER COUNTY AUTOMATED SYSTEMS THAT WILL REDUCE WORK INTERRUPTION AND SAVE MONEY.

COURTHOUSE SAFETY/MAINTENANCE

BACKGROUND

The San Bernardino County Central Courthouse is a large historical building. With its antique elevator, hand-painted ceiling and stained glass skylight above the landing between the second and third floors, the central County courthouse has priceless antiques.

FINDINGS

The Facilities Management Department needs to fill vacant budgeted positions to more adequately address the housekeeping and maintenance requirements of the central courthouse. Paint is needed in the halls from the annex elevators to the main courthouse. Light bulbs are out in strategic places. The hall between the annex and the main courthouse needs better lighting. Hand-painted ceilings in the courtrooms and the skylight need to be cleaned. Ceramic floor tiles have not been replaced, yet the floors have been waxed and buffed over. Paper records are inadequate or non-existent. No online computer program is in place.

The elevators in the annex are slow and unreliable. All court jurors, as well as court employees and the public, use the same elevators. The principal access to the stairs from the restricted parking lot is an outside staircase to the first floor, exposed to all weather conditions. Smokers sitting on the stairs have to be sidestepped.

There are no written work standards or policy manual and/or mission statement for this department.

RECOMMENDATIONS

- ✓ 01-80 WORK WITH THE INFORMATION SERVICES DEPARTMENT TO IMPLEMENT A COMPUTER PROGRAM FOR THE HOUSEKEEPING AND MAINTENANCE OF THE CENTRAL COURTHOUSE. THIS PROGRAM SHOULD INCLUDE PROBLEMS REPORTED BY DATE, WORK ORDERS ISSUED, AND WORK COMPLETED.
- ✓ 01-81 AS AN INTERIM SOLUTION UNTIL THE COMPUTER PROGRAM IS IN PLACE, DESIGNATE AN EMPLOYEE TO HAVE A WALK-THROUGH EACH SHIFT TO CHECK FOR PROBLEMS INVOLVING HOUSEKEEPING AND MAINTENANCE. THIS EMPLOYEE SHOULD ANSWER TO AND BE RESPONSIBLE FOR INFORMING THE DEPARTMENT HEAD OF PROBLEMS.
- ✓ 01-82 DEVELOP A WORK STANDARD, A POLICY MANUAL AND A MISSION STATEMENT FOR THIS DEPARTMENT. ALL THESE DOCUMENTS SHOULD BE ACCESSIBLE FOR THIS DEPARTMENT.

CUSTODIAL/GROUNDS DIVISIONS

BACKGROUND

The Facilities Management Department's Custodial Services Division administers the County's custodial services to County-owned and some leased facilities. The Grounds Division is the result of the recent County reorganization. This division is responsible for 715 acres of grounds maintenance services provided to County-owned and some leased facilities through a combination of in-house personnel and private grounds maintenance service providers.

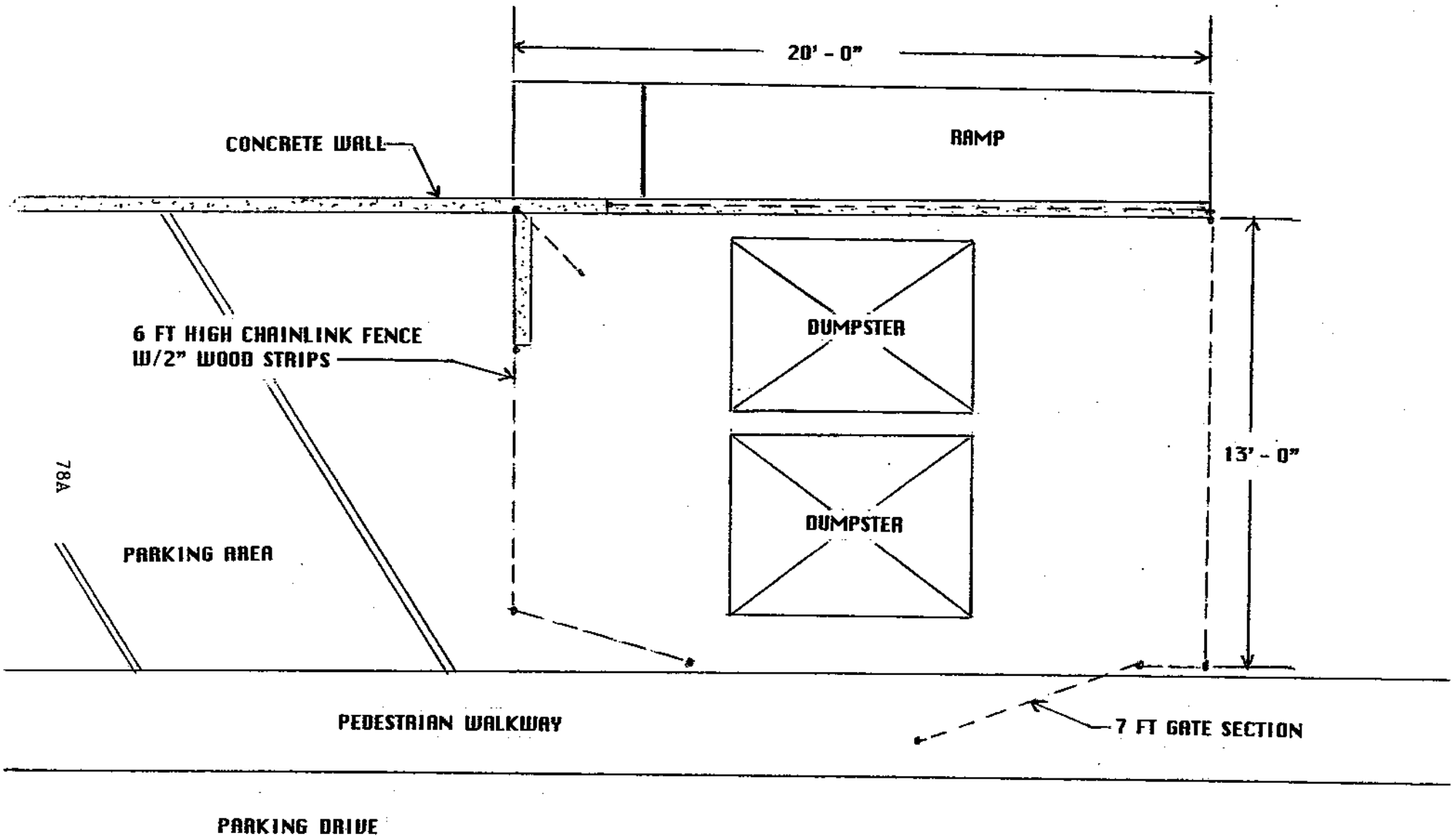
FINDINGS

There is an existing commercial trash enclosure located in County parking lot 7 behind the County Courthouse in San Bernardino. It is built of 6-foot high chain link fence with 2-inch wood inserts. One 7-foot front door is still attached, with the opposite 7 foot side missing. The trash bins are lined up one in front of the other making it difficult to fill and dump the rear unit. The entire enclosure is in need of replacement. (See Exhibit A)

A study of the city design guidelines of the cities of Lancaster and Barstow, and the installation design guide for Fort Irwin, show that for all the community trash enclosures located in the city or on post, the use of concrete masonry units with metal doors must be used to screen the trash areas from public view. This design provides safety from trash hazards and protects the environment around the enclosure. (See Exhibit B)

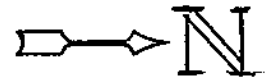
RECOMMENDATION

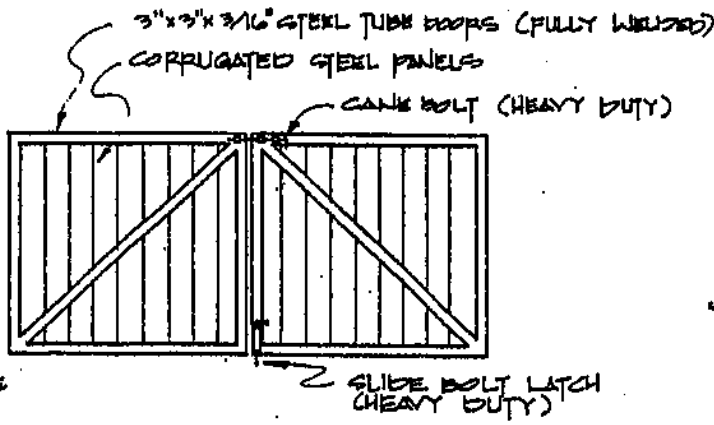
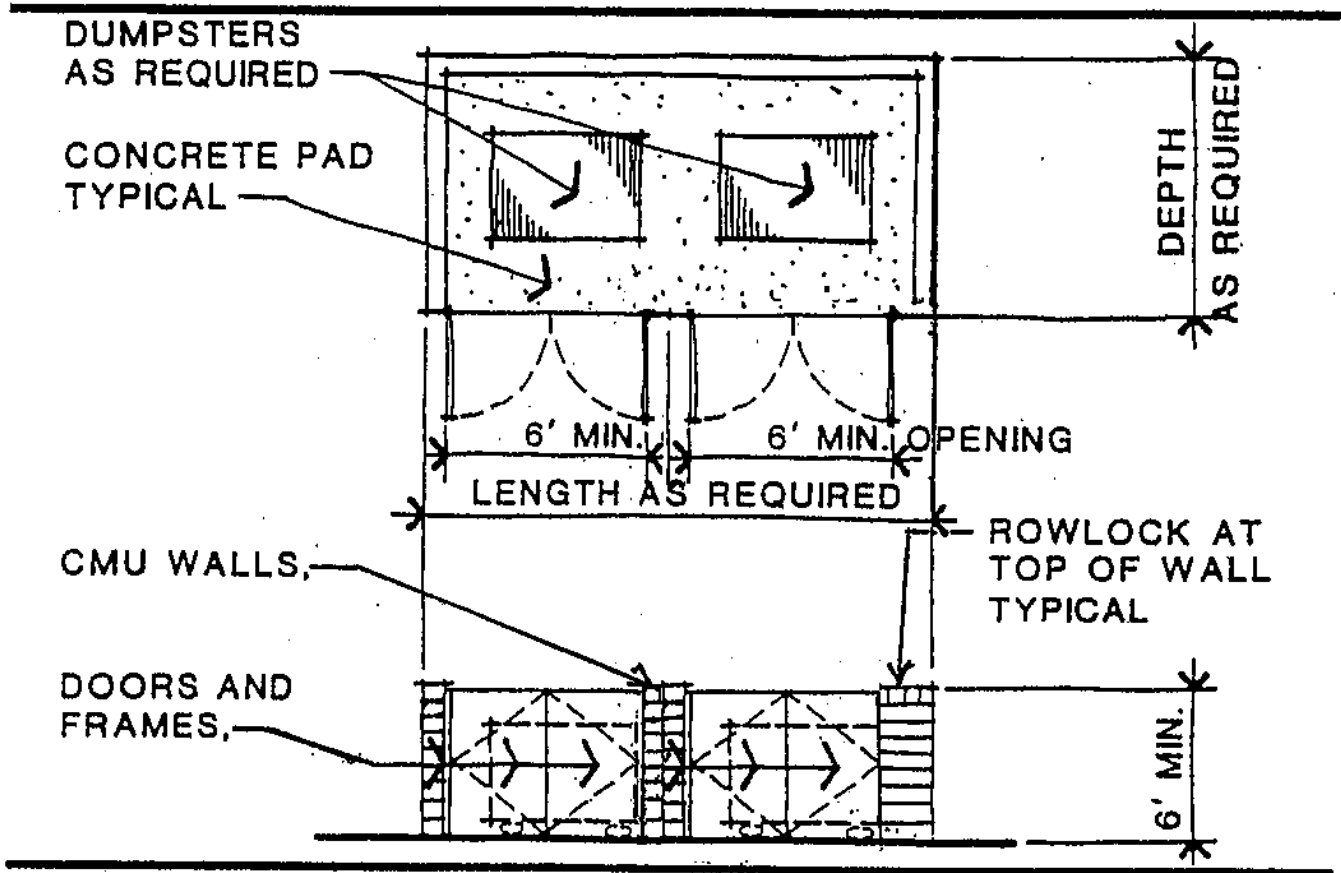
01-83 PROVIDE SUFFICIENT ADDITIONAL FUNDING TO THE FACILITIES MANAGEMENT DEPARTMENT BUDGET TO ALLOW THE CONSTRUCTION OF A NEW COMMERCIAL TRASH ENCLOSURE WITH METAL DOORS THAT ALLOW TRASH BINS TO SIT SIDE BY SIDE FOR EASE OF FILLING AND DUMPING. THE NEW TRASH ENCLOSURE AT THE PRESENT LOCATION IN COUNTY PARKING LOT NUMBER 7 WILL PROVIDE EMPLOYEE SAFETY FROM TRASH HAZARDS AND KEEP THE IMMEDIATE ENVIRONMENT CLEAN WHILE SCREENING THE AREA FROM PUBLIC VIEW. A GENERIC DESIGN IS SHOWN ON EXHIBIT B.



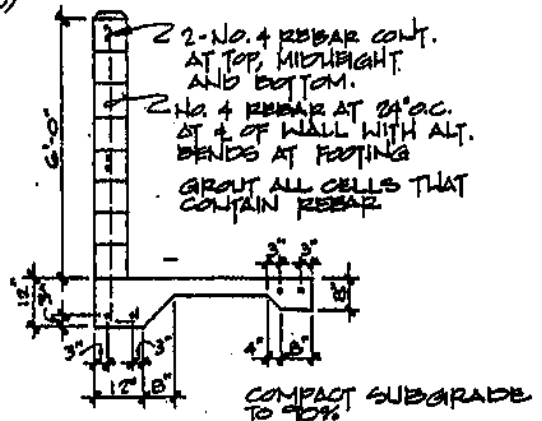
**EXISTING TRASH ENCLOSURE
COUNTY CENTER PARKING LOT 7**

SCALE 1/4" = 1'-0"





DOUBLE SWING GATES



ENCLOSURE CROSS SECTION

CITY TRASH ENCLOSURE DETAIL

NOT TO SCALE

FLEET MANAGEMENT DEPARTMENT (Formerly Vehicle Services Department)

COUNTY GARAGE

BACKGROUND

The County Garage provides centralized maintenance, repair, fuel, and service for vehicles and equipment of the County, as well as other public agencies such as special districts, school districts, fire districts, and local municipalities. The Garage is comprised of four shops. This report addresses the Auto Shop and the Heavy Equipment Shop.

The Auto Shop works both day and evening shifts to perform normal servicing, preventative maintenance, safety inspections, and most repairs of cars, pick-up trucks and vans. The Heavy Equipment Shop has the responsibility for maintenance and repair of all heavy equipment over one ton. The Fleet Management Department is an Internal Service Fund operation.

FINDINGS

There is no quick lube type of service at the County Garage that provides minor maintenance while you wait.

A price check with a local quick lube operation gave a price of \$22.30 for the following: change oil and filter, one filter assembly, oil, and five quarts of motor oil and disposal of the used oil. A vehicle checklist showing various services that are performed at a quick lube operation is included as Exhibit A. The lack of quick lube service requires that loaner cars be provided to customers during the one or more days their vehicle is out of service. There are 100 loaner vehicles at the San Bernardino central location available for use while department vehicles are in the shop. County departments may also draw rental vehicles from the loaner vehicle pool.

A quick lube program could lead to a reduction in the number of loaner cars required. A reduction from 100 to 90 vehicles at the central location could save the County \$200,000 or more in vehicle replacement costs the first year.

Fleet Management currently charges an average of \$45.50 for the following services: change oil/filter, safety inspection and road test. The safety inspection includes horn, tires, lights, wipers, washers, neutral switch, cooling system, hoses, glasses, brakes (percentage of front and rear), battery cables, U-joints, mirrors, exhaust system, body, and road test. The main yard averages ten (10) services per day.

There are only eight (8) Automotive Service Excellence (ASE) certified mechanics out of 50 assigned mechanics at the Auto and Heavy Equipment Shops. The current ASE certification cost now being reimbursed by the County is \$26.00 per mechanic for the registration fee and \$21.00 for each test administered for certification. After being certified, mechanics could be promoted to a new classification of Mechanic III that would provide them with a salary increase as an incentive for them to remain with the County Fleet Management Department.

The time charged to customer accounts is inflated due to the inability of the work order system to charge the mechanics time in one-tenth of an hour increments instead of the current system of 15-minute increments. As an example, under the current system, for a job taking 50 minutes the customer would be charged for a full hour. At \$10.00 per hour, this results in a \$10.00 charge to the customer. Using the one-tenth of an hour charge for work performed in 50 minutes would result in a 17% reduction in the customer's charge or \$8.33, a savings of \$1.67 per hour for the customer.

RECOMMENDATIONS

- ✓ 01-84 PROVIDE A QUICK LUBE FUNCTION AT THE FLEET MANAGEMENT DEPARTMENT IN SAN BERNARDINO THAT WOULD PROVIDE A SET NUMBER OF SERVICES, INCLUDING WASHING AND REFUELING THE VEHICLE, FOR A SET PRICE.
- ✓ 01-85 ELIMINATE THE ROAD TEST. THE VEHICLE INSPECTION REPORT CONTAINS SUFFICIENT INFORMATION ON THE RELIABILITY OF THE VEHICLE, THUS REDUCING THE SERVICE COST TO \$25.00 FOR A QUICK LUBE OPERATION THAT WOULD STILL PERFORM THE SAME SERVICES NOW PROVIDED BY THE MAIN YARD. THE INCREASED EFFICIENCY AND MORE SERVICES WOULD STILL ALLOW FOR A FAIR PROFIT FOR FLEET MANAGEMENT, AND INCREASE THE NUMBER OF SERVICED VEHICLES PER DAY AT THE MAIN YARD TO 20.

- ✓ 01-86 SET UP AN OPTIONAL CERTIFICATION PROGRAM TO AUTOMOTIVE SERVICES EXCELLENCE (ASE) STANDARDS THAT WOULD CERTIFY ALL FLEET MANAGEMENT MECHANICS. THIS WOULD BE ACCOMPLISHED DURING THEIR OFF-DUTY TIME AND THE COUNTY WOULD NO LONGER BE REQUIRED TO PAY FOR CERTIFICATION AND TESTING. COUNTY CLASSIFIED MECHANICS WOULD PAY FOR THEIR TESTING AND CERTIFICATION.

- ✓ 01-87 REVISE THE FLEET MANAGEMENT DEPARTMENT WORK ORDER SYSTEM TO CHARGE CUSTOMERS FOR WORK PERFORMED ON VEHICLES IN TENTHS OF AN HOUR.



Vehicle Inspection Report

Year _____ Make _____ Model _____ Engine _____ Mileage _____ VIN _____

EXTERIOR / UNDERHOOD

	LIGHTS / BLADES		BATTERY			FILTERS			FLUIDS			BELTS			HOSES		
	OK	SERVICE	PART	OK	SERVICE	PART	OK	SERVICE	PART	OK	SERVICE	PART	OK	SERVICE	PART	OK	SERVICE
Head	X		Volts Min. 12.4 V	X		Air	X		Transmission	X		Alternator			Upper Radiator	X	
Stop	X		Cable Ends/Cables	X		Vent	X		Coolant	X		A/C			Lower Radiator	X	
Signal	X		Hold Downs	X		PCV Valve	X		Washer	X		P/S			Heater	X	
Parking	X		Battery Guard	X		Vapor Canister Filter	X		Oil	X		Air Pump			Power Steering	X	
Back Up	X		Starting/Charging Test	X		Fuel	X		Power Str.	X		Serpentine	X		Emission	X	
License	X					Other			Master Cyl.	X		Water Pump			Fuel	X	
Underhood	X																
Wiper Blades																	

UNDERCAR

EXHAUST			STEERING NOT ALL ITEMS APPLY						BALL JOINTS			TIE RODS			SHOCKS & STRUTS		
PART	OK	SERVICE		OK	SERVICE		OK	SERVICE		OK	SERVICE		OK	SERVICE		OK	SERVICE
Muffler	X		Idle Arm	X		Rack & Pinion Assembly			Right Upper	X		Right Outer	X		Right Front	X	
Pipes	X		Pitman Arm	X		Ballows Boot			Right Lower	X		Right Inner	X		Left Front	X	
Clamps/Hangers	X		Center Link	X		C.V. Boot Inner	R		Left Upper	X		Left Outer	X		Right Rear	X	
Converter	X		Control Arm Bushings	X		C.V. Boot Outer	R		Left Lower	X		Left Inner	X		Left Rear	X	
U-JOINTS			Sway Bushings	X		C.V. Joints Inner	R		Diff. Fluid Level	X		Sieve	X		Engine Mounts	X	
Front U-Joint	X		Link Pins	X		C.V. Joints Outer	R		Oil Leaks	X		Front	X		Right Front	X	
Rear U-Joint	X		Gear Box	X		Torque Strut	L					Rear	X		Left Front	X	

TIRES AND ALIGNMENT

TIRE SIZE:											RECOMMENDED SERVICE AND REASONS:					Vehicle Ride Height/ Front Spec. _____ RF _____ LF _____ Rear Spec. _____ RR _____ LR _____
Position	AR PRESSURE	2nd	OK	LEAK-AGE	ALIGN WEAR	CLIPPED TIRE	DAM-AGED TIRE	SEPAR-ATED	WORN OUT	OTHER	Alignment Check: CHOOSE ONE	TIRE WEAR	REPLACED WORN PARTS	CENTER STEERING WHEEL	NEW TIRES	
RIGHT FRONT	32	8	X								<input type="checkbox"/> 2 - WHEEL					
LEFT FRONT	32	8	X								<input type="checkbox"/> THRUST ANGLE					
LEFT REAR	32	8	X								<input type="checkbox"/> 4 WHEEL					
RIGHT REAR	32	8	X								<input type="checkbox"/> TIRE ROTATION					
											<input type="checkbox"/> WHEEL BALANCE					

*3/32" Tread Depth is Minimum Legal Limit in Many States

BRAKES

SCHEDULED AND OTHER MAINTENANCE

FRONT				REAR			
Pad/Linings	OK	SERVICE	Estimated % Worn	Pad/Linings	OK	SERVICE	Estimated % Worn
Pad/Linings	X		20/20	Pad/Linings	X		20/20
Calipers	X			Calipers/Wheel Cylinder	X		
Hardware	X			Hardware/Adjusters	X		
Bearings/Seals	X			Bearings/Seals	X		
Brake Hose(s)	X			Brake Hose(s)	X		
ROTOR/DRUMS				Parking Brake Cable			
POSITION	DRUM	ROTOR	MFG. SPEC.	ACTUAL	OK	SERVICE	
RIGHT FRONT							
LEFT FRONT							
RIGHT REAR							
LEFT REAR							

AIR FILTER OK

NOT RESPONSIBLE FOR LOSS OR DAMAGE TO CARS OR ARTICLES LEFT IN CARS IN CASE OF FIRE, THEFT OR ANY OTHER CAUSE BEYOND OUR CONTROL.

YOU ARE ENTITLED TO THE RETURN OF ALL PARTS REPLACED, EXCEPT THOSE WHICH ARE TOO HEAVY OR LARGE, AND THOSE REQUIRED FOR RETURN TO THE MANUFACTURER OR DISTRIBUTOR DUE TO WARRANTY OR AN EXCHANGE AGREEMENT. YOU ARE ENTITLED TO INSPECT THE PARTS WHICH CANNOT BE RETURNED.

PURCHASING DEPARTMENT

BACKGROUND

The Purchasing Department is responsible for the acquisition of equipment, services and supplies used by County departments and Board-governed special districts.

FINDINGS

The County Purchasing Department currently has authority to purchase on its own for services up to \$25,000. Adjacent counties smaller than San Bernardino County allow their Purchasing Departments to approve up to \$100,000. The State of California Code also allows county purchasing departments approval authority up to \$100,000 with Board of Supervisors concurrence.

A 1997 study of the County Purchasing Department by the firm of Vavrinek, Trine and Day stated that increasing the delegated approval level of the Purchasing Department to \$100,000 would improve efficiency and reduce the administrative effort required to obtain additional Board approval for purchases falling within the approved budget. A chart comparing San Bernardino County purchasing approval with four other California counties is included as Exhibit A.

The Board of Supervisors has approved, in principle, a contract section of six persons that will be in place July 1, 2001. The location and final responsibility for this section has not been determined. The current options are an arm of the County Administrative Office or the Purchasing Department. The Purchasing Department is currently carrying the administrative workload of this contracting section, without the proposed additional staff.

RECOMMENDATIONS

- ✓ 01-88 AUTHORIZE THE PURCHASING DEPARTMENT TO HAVE APPROVAL AUTHORITY UP TO \$100,000 ON COMMODITIES; UP TO \$100,000 ON SERVICES; \$100,000 FOR CONSULTANTS; \$50,000 FOR FIXED ASSETS AND \$50,000 FOR FIXED ASSETS NOT-BUDGETED; PUBLIC WORKS, \$75,000; AND SOLE SOURCE CONTRACTS, \$50,000.

✓ 01-89

PLACE THE CONTRACTING SECTION UNDER THE PURCHASING DEPARTMENT, WHICH IS CURRENTLY HANDLING ALL CONTRACTS AND HAS THE EXPERIENCE TO OPERATE THIS SECTION EFFICIENTLY.

**San Bernardino County
Review of Purchasing Department
Purchasing Agent Level of Authority
(Board Approval Required for Amounts Greater than Those Shown)**

Category	County of:				
	San Bernardino	Riverside	San Diego	Orange*	Los Angeles
Commodities	From \$3000 to UL	From \$1000 to UL	\$ 100,000	\$ UL	UL
Services	\$ 25,000	\$ 100,000	\$ 100,000	\$ 50,000	\$100,000*
Consultants	\$ 25,000	\$ 100,000	\$ 100,000	\$ 25,000	\$ 100,000
Fixed Assets - Budgeted	\$ -	UL	\$ 100,000	\$ 25,000	UL
Fixed Assets - Not Budgeted	\$ -	\$ 25,000	\$ 100,000	\$ 10,000	UL
Public Works (Construction)	\$ 25,000	\$ 75,000	\$ 10,000	\$ 75,000	NP
Sole Source	***	\$ 25,000	\$ 50,000	NP	***

UL = Unlimited (with Board of Supervisors' approval)

NP = No Policy provided.

* = Proposition A service contracts also performed by County employees such as custodial, security, etc. . have a Board approval requirement at \$25,000.

** = Decentralized, Purchasing Deputy assigned to each Department, list indicates policy.

*** = Same as normal Commodities and Services.

REAL ESTATE SERVICES DIVISION

BACKGROUND

Prior to the recent County reorganization, the Real Estate Services Department (RESA) was under the supervision of the General Services Group. It is now a division under the Internal Services Group. The division's principle responsibility is to provide comprehensive appraisals, acquisition, relocation assistance, surplus property sales, lease negotiations, and property management. The manager of this division was appointed to this position in April of 2000. The staff consists of 26 authorized positions.

The division is organized into two sections:

The **Right-of-Way Section** is responsible for all acquisition, appraisal, relocation, and surplus property sales.

The **Property Management Section** is responsible for lease negotiations and the general management of all non-County owned office space utilized by County tenants.

FINDINGS

A policy manual has been prepared and is maintained by the RESA. It is informative and well written.

The RESA generates external revenues through contract services with cities, the San Bernardino Associated Governments (SANBAG), and many other public agencies.

The RESA acts on a requirement for space when an approved Capital Improvement Request is forwarded to the department from the County Administrative Office. This policy restricts RESA's ability to advise, up front, as to what space might be available to meet the particular department's requirements.

The County Administrative Officer established a Real Estate Working Group in 1999 to develop a new policy (No. 08-02-01) for real estate leasing procedures. The policy is intended to assure the public that the County has instituted appropriate protections, oversight, and accountability in real estate transactions. The Board of Supervisors approved the new policy at its

November 7, 2000 meeting. The working group will continue to review the County's policy for buying and selling real estate and leasing its own property.

The new County policy on leasing privately owned real property for County use provides limited flexibility in negotiating lease contracts. This policy of the Board of Supervisors requires the County and Board-governed special districts ("districts") to lease privately owned real property for County or district use in a fair, competitive and cost-effective manner beneficial to the County, the district and the taxpayers.

In the past, not all leases were negotiated through Real Estate Services. The new County policy insures that RESD is the department responsible for all leases.

The inventory of County-owned or leased buildings is monitored through two software programs. RESD maintains and updates the Land Inventory Data System (LIDS). The County Administrative Office maintains and updates the Building Inventory Data System (BIDS). The 1999-2000 Grand Jury recommended that Real Estate Services be assigned sole responsibility for maintaining the BIDS and LIDS systems.

RECOMMENDATIONS

- ✓ 01-90 INVOLVE THE REAL ESTATE SERVICES DIVISION IN PLANNING MEETINGS OF THE COUNTY ADMINISTRATIVE OFFICE AND VARIOUS DEPARTMENTS WHEN SPACE NEEDS AND AVAILABLE BUILDING FACILITIES ARE BEING CONSIDERED.
- ✓ 01-91 GIVE MORE FLEXIBILITY TO THE REAL ESTATE SERVICES DIVISION THAT WOULD ENABLE IT TO REACT EXPEDIENTLY TO FAVORABLE REAL ESTATE TRANSACTIONS AVAILABLE IN THE MARKET PLACE.
- ✓ 01-92 REVIEW THE NEW POLICY ADOPTED BY THE BOARD OF SUPERVISORS IN ONE YEAR TO DETERMINE IF IT HAS PROVEN TO BE MORE EFFICIENT AND COST EFFECTIVE.
- ✓ 01-93 THE REAL ESTATE WORKING GROUP SHOULD PLACE BOTH THE BUILDING INVENTORY DATA SYSTEM (BIDS) AND LAND INVENTORY DATA SYSTEM (LIDS) UNDER THE REAL ESTATE SERVICES DIVISION.

01-94 THE REAL ESTATE SERVICES DIVISION, USING THE BIDS PROGRAM, PROVIDE BOTH LEASED AND COUNTY-OWNED FACILITIES UNDER ONE REPORT WHICH INCLUDES THE FOLLOWING: AGE OF BUILDING, OPERATING COST PER SQUARE FOOT, SIZE, NUMBER OF OCCUPANTS, AND IF THE BUILDING IS IN USE OR VACANT.