



Audit Department

500 S Grand Central Pkwy Ste 5006 • PO Box 551120 • Las Vegas NV 89155-1120
(702) 455-3269 • Fax (702) 455-3893

Angela M. Darragh, CPA, CFE, CISA, Director

February 17, 2015

Mr. Don Burnette
Clark County Manager
500 South Grand Central Parkway, 6th Floor
Las Vegas, Nevada 89106

Dear Mr. Burnette:

We recently performed a follow-up audit of the Building Department Fire Prevention audit dated November 8, 2013. Our objective was to determine whether corrective actions were implemented to address findings included in the original audit. Our audit period was from September 1, 2014 through December 30, 2014. Our last day of fieldwork was January 6, 2015.

Our audit procedures consisted of interviewing personnel to determine the status of findings. We also participated in fire inspection ride alongs and examined and tested supporting documentation to assess the adequacy of corrective actions taken. We verified the following:

- Policies and procedures were updated and distributed to staff
- Plans assignment has been controlled
- Many fire inspector assignments were rotated
- A listing of commercial buildings with associated risk was established
- Fire inspection checklists were made available for inspector use
- Specialized training was offered to staff
- Inspection staff time is more effectively recorded
- The air card for the Selectron device was activated and inspectors now have wireless capability in the field
- Inspector overtime charges are being analyzed by management

Further, the additional level of oversight needed over the Fire Prevention area was approved and the position is in the process of being filled. We believe that the implemented corrective actions effectively address each of the findings noted in the original report. We appreciate the cooperation and assistance provided by the Director of the Building Department, the Senior Deputy Fire Chief, and staff during the course of this audit.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Sincerely,

A handwritten signature in blue ink that reads "Angela M. Darragh". The signature is written in a cursive style.

Angela M. Darragh, CPA
Audit Director

BUILDING FIRE PREVENTION

Fire Prevention

Findings, Recommendations, and Corrective Actions Status

As of February 17, 2015



AUDIT DEPARTMENT
Angela Darragh, CPA, CFE, CISA, CHC
Director

Original Report Issuance Date: November 8, 2013

Finding	Recommendation(s)	Corrective Actions Status
1. Policies and Procedures are Needed		
Policies and procedures have been established, but they have not been distributed and communicated to the employees of Fire Prevention. Policies and procedures are important to ensure functions are performed consistently among employees using the methods approved by management. Employees are unsure of how to proceed in certain situations, and a co-worker may approach the same issue differently. This would be rectified by issuing standardized policies and procedures.	Establish or update policies and procedures. Make policies and procedures available and distributed to Fire Prevention employees for use and reference.	Resolved. Policies and procedures were established, updated and distributed to Fire Prevention Employees. Employees are signing Acknowledgment of Receipt forms which are being kept on file by Management
2. Plans Exam Assignment Should be Controlled		
When plans are received by Intake, they are often assigned to generic assignment queues. All Plans Examiners are responsible for monitoring the queues and self-assigning plans for review. However, in our testing of 30 applications, we noted 8 instances (26.67%) where the application was delayed an average of 3.6 days. Such delays extend customer wait times for the reviewed plans and permits. We believe this is due to a delay in plans queue review and self-assignment of the plans.	Change the process so that a supervisor monitors and controls the plans examination queue to ensure proper plan assignment.	Resolved. Fire Prevention is actively seeking an Assistant Fire Chief over Fire Prevention to take control of monitoring of the Plans Exam Queue. In the interim, the function is being handled by an Intake/Finance Office Specialist. Follow up testing showed that plans appeared to be assigned to the appropriate queue within a short period of time.

Finding	Recommendation(s)	Corrective Actions Status
3. Fire Inspectors Should be Rotated		
<p>Fire Inspectors are assigned a specific geographic area in which they conduct inspections and reviews. Current policy does not provide for a rotation of inspectors in different areas. Inspector rotation would provide cross training, a fresh perspective, and may reduce the risk of areas not being inspected. This would benefit the County as well, since Fire Inspectors with specified knowledge would be able to apply that insight to areas that are newly assigned to them.</p>	<p>Update the policy and allow inspectors to be periodically rotated in the different geographic areas.</p>	<p>Resolved. 13 out of the 43 (30.23%) Fire Inspector and Deputy Fire Marshall positions have been rotated since the original audit, with more rotations planned in the near future. Inspectors are rotated in increments in order to not disrupt operations.</p>
4. A List of Commercial Buildings Needs to be Established		
<p>Clark County is divided into areas with Fire Inspectors assigned and responsible for inspections in each area. Fire Prevention does not maintain a listing of commercial buildings for Fire Inspectors' use. A listing was in the process of being prepared by Fire Prevention earlier this year, but the special project was halted and not resumed. Having a list of all commercial buildings would provide inspectors with a tool to assist them in scheduling their time efficiently.</p>	<p>Compile and maintain a listing of all commercial buildings.</p> <p>Assign a risk to each building to be used for scheduling purposes.</p>	<p>Resolved. The Commercial Building listing has been compiled. It will be an ongoing process, however, since new buildings will be built, buildings will be sold, and the type of business may change. Buildings have been assigned correlating risks. Inspectors have been assigned to review all of the buildings in their assigned area each year to determine if there have been any updates. Changes and updates will be made to the listing as new information is obtained.</p>

Finding	Recommendation(s)	Corrective Actions Status
5. Buildings Should be Inspected Based on Risk		
<p>Currently, there is no risk assessment done to prioritize inspections based on risk. Commercial buildings should be assigned a risk factor to ensure that the buildings with the most risks are inspected more often than those with low risk. This would allow for a more efficient and effective use of Fire Inspector's time and ensure that the highest risk buildings are regularly inspected.</p>	<p>Assign a risk to each building to be used for scheduling purposes.</p>	<p>Resolved. The Commercial Building listing has been compiled. It will be an ongoing process, however, since new buildings will be built, buildings will be sold, and the type of business may change. Buildings have been assigned correlating risks. Inspectors have been assigned to review all of the buildings in their assigned area each year to determine if there have been any updates. Changes and updates will be made to the listing as new information is obtained.</p>
6. Fire Inspection Checklists Should be Implemented		
<p>Fire Prevention does not use any inspection checklists to aid Fire Inspectors for use in high rise building inspection. We believe checklists would assist in documenting the high rise inspection process, provide quality control over the process, and make more efficient use of the Fire Inspector's time.</p>	<p>Create and issue inspection checklists for high rise buildings.</p>	<p>Resolved. Fire Inspection checklists are available for use by the fire inspectors. Checklists were loaded into Naviline and are available based on the type of inspection performed</p>
7. Fire Inspection Handheld Wireless Devices Should Include Network Access		
<p>Fire Inspectors are performing all computer work at the Development Services Building location on Russell Road. Based on work load and type of inspections, the inspectors need to use the computer on a daily basis. Time management could be improved with the use of hand held devices that allow access to the programs needed to document inspections. The Fire Inspectors are scheduled to receive hand held devices; however, the devices will not contain air cards which would allow for internet connection in the field.</p>	<p>Consider the inclusion of air cards for use in the hand held devices.</p>	<p>Resolved. Air cards are now installed and are activated for all fire inspection field devices.</p>

Finding	Recommendation(s)	Corrective Actions Status
8. Specialized Training and Cross Training Could be Improved		
<p>Fire Inspectors should have access to more training programs that would enhance their knowledge and provide cross-training. During our interviews, we heard numerous complaints that training was performed in the form of division meetings with administrative information rather than training on areas encountered by Inspectors. We believe training should be offered for real life situations to provide a resource for inspectors that may not have specific experience in that area.</p>	<p>Develop training programs for Fire Inspector continuing education.</p>	<p>Resolved. Specialized training sessions were established for Fire Prevention personnel.</p>
9. No Accountability for Administrative Hours		
<p>Plans examiners and Fire Inspectors can charge time to administration codes without providing any type of detail explanation. Without detail explanations, it is difficult to determine productivity rates for the Fire Inspectors.</p>	<p>Establish a policy that requires all time entered into Naviline to include detailed explanations of why time is being charged to the administration codes.</p>	<p>Resolved. Naviline now has the capability for the type of administrative work to be selected when entering work hours.</p>
10. Additional Level of Oversight Needed		
<p>Plans Examiners and Engineers report directly to the Director of Development Services. At this time, there is not an assigned supervisor for daily operations. Due to other responsibilities of the Director, we do not believe he can oversee the daily operations of 14 plans examination and engineering employees in addition to his 6 current direct reports at the level required.</p>	<p>Consider creating a reporting level in between staff and upper management.</p>	<p>Resolved. Approval has been obtained for the oversight position and the position has been posted.</p>

Finding	Recommendation(s)	Corrective Actions Status
11. Fire Inspector Time Recording is Fractured		
<p>The Fire Inspectors charge time in Naviline and on a spreadsheet. Time reported in Naviline only captures time actually spent with the customer. Administrative time and travel time to customers is not logged in Naviline. Further, the spreadsheet time report is cumbersome and not easily analyzed. We found that hours are sometimes entered on the Daily Report and not entered on Naviline. Using one system would reduce the time needed to record daily activities, help to establish utilization rates for the Fire Inspectors and Plan Examiners, and allow better management tracking of time.</p>	<p>Consider a customization to Naviline (or other similar application) where all time, administration and travel, could be recorded.</p>	<p>Resolved. All time is now recorded in one module, directly into Naviline.</p>
12. Fire Inspector Overtime Charges Not Analyzed		
<p>Fire Prevention management has not been performing a review of overtime hour usage. Without proper review and management of overtime costs, Fire Prevention will not know if they are covering overtime costs with fees charged for that purpose.</p>	<p>An overtime approval form should accompany each overtime charge and encompass customer approval, reason for overtime needed, and the name of the inspector requesting the overtime.</p>	<p>Resolved. Overtime hours are now verified by Management by reviewing customer request and approval documentation and analyzing overtime inspection detail documentation and hours recorded.</p>