



# COUNTY OF MARIPOSA

P.O. Box 784, Mariposa, CA 95338 (209) 966-3222

GARRY R. PARKER, CHAIRMAN  
DOUG BALMAIN, VICE-CHAIRMAN  
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DISTRICT IV  
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DISTRICT V



Res. file

## MARIPOSA COUNTY BOARD OF SUPERVISORS

### MINUTE ORDER

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TO: BLAINE SHULTZ, Fire Chief

FROM: MARGIE WILLIAMS, Clerk of the Board *MW*

SUBJECT: Resolution Increasing Estimated Revenue and Appropriations (\$24,728);  
Transferring from Contingencies (\$34,699);  
Transferring Left Over Funds from Fund 514 (CIP for Fire Truck Replacement) (\$17,600) to  
Cover Overall Budget Shortfall in the Fire Department  
*Resolution # 00-319*

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THE BOARD OF SUPERVISORS OF MARIPOSA COUNTY, CALIFORNIA,

ADOPTED THIS Order on September 5, 2000

#### ACTION AND VOTE:

**2:11 p.m.** Blaine Shultz, Fire Chief;  
Resolution Increasing Estimated Revenue and Appropriations (\$24,728); Transferring from Contingencies (\$34,699); and Transferring Left Over Funds from Fund 514 (CIP for Fire Truck Replacement) (\$17,600) to Cover Overall Budget Shortfall in the Fire Department (4/5ths Vote Required)

**BOARD ACTION:** Discussion was held with Blaine Shultz, Jim Petropulos/Public Works Director, and Marty Allan/PWD-Fleet Fiscal Manager, relative to the budget request and the budget shortfall and corrective actions that have been taken. Ken Hawkins/Auditor, provided input relative to the status of the Contingency Fund balance and pending requests scheduled for the meeting on September 12, 2000, and the transfer of unused appropriations from other departments to cover the shortage. Connie Hunt/Fire Department, provided input relative to the invoicing that they received from Public Works and the subsequent payments. Discussion was held relative to the status of implementation of the new software program in Public Works; the request to use the savings from the water tender line item to offset the budget shortfall; and the corrective actions. (M)Pickard, (S)Balmain, Res. 00-319 adopted approving the requested budget actions. Further discussion was held. Ken Hawkins, Auditor, provided input relative to closing the books for the fiscal year. It was clarified that the Budget Action Form should reflect CF71 versus CF22. Further discussion was continued to after the following recess.

**3:17 p.m.** Recess

**3:34 p.m.** Discussion was held relative to invoicing timeframes. Vote was taken on the previous motion – Ayes: Balmain, Stewart, Parker, Pickard; Excused: Reilly. Discussion was held relative to requesting a

full accounting and an audit of the accounts and the process/program review. (M)Balmain, (S) Stewart, direction was given for an audit to be conducted of the Fleet Budget. Ken Hawkins provided input relative to including a request for covering the cost of the audit during the Final Budget Hearings. Ayes: Balmain, Stewart, Parker, Pickard; Excused: Reilly.

cc: Jim Petropulos, Public Works Director  
Ken Hawkins, Auditor  
Mary Hodson, Staff Analyst  
File

DEPARTMENT: Fire Protection/OES BY: Blaine Shultz

PHONE: 966-4330

RECOMMENDED ACTION AND JUSTIFICATION: (Policy Item: YES ( ) NO (X))

Approve the transfer of remaining funds from CIP Fund 514 (\$17,600). Increase Estimated Revenue and Appropriations by \$24,728 to reflect revenue collected in excess of the adjusted budgeted revenue. Transfer appropriations of \$34,699 from Contingencies to cover the remaining shortfall. The total of the 3 amounts is \$77,027 is the amount needed to cover overall shortage in the Fire Department.

BACKGROUND AND HISTORY OF BOARD ACTIONS:

LIST ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:

COSTS: ( X ) Not Applicable

A.	Budget current FY	\$	0
B.	Total anticipated costs	\$	0
C.	Required Additional funding	\$	_____
D.	Internal transfers	\$	0

SPECIAL INSTRUCTIONS:  
List the attachments and number the pages consecutively

SOURCE: (X) 4/5ths Vote Required

A.	Unanticipated revenues	\$	24,728
B.	Reserve for contingencies	\$	34,699
C.	Source Description: CIP 514	17,600	Contingency
D.	Balance in reserve for contingencies if approved:	\$	_____

CLERK'S USE ONLY:

ADMINISTRATIVE OFFICERS RECOMMENDATIONS

Resolution No: 00-319 Order No: \_\_\_\_\_  
 Vote - Ayes \_\_\_\_\_ Noes \_\_\_\_\_  
 Absent \_\_\_\_\_ Abstained \_\_\_\_\_  
 ( ) Approved ( ) Denied  
 (X) Minute Order Attached ( ) No action necessary  
 The foregoing instrument is a correct copy of the original on file in this office.

This item on agenda as:  
 \_\_\_\_\_ Recommended  
 \_\_\_\_\_ For policy determination  
 \_\_\_\_\_ Submitted with comment  
 \_\_\_\_\_ Return for further action

Date:

Comments:

ATTEST: MARGIE WILLIAMS, Clerk of the Board  
County of Mariposa, State of California

By: \_\_\_\_\_  
Deputy

A.O. Initials: MSW





# MARIPOSA COUNTY FIRE DEPARTMENT

P.O. Box 162  
Mariposa, California 95338  
Telephone: (209) 966-4330  
Fax: (209) 966-0252

**Blaine Shultz**  
Fire Chief

Bear Valley  
Bootjack  
Bridgeport  
Catheys Valley  
Coulterville  
El Portal  
Fish Camp

Greeley Hill  
Hunters Valley  
Lushmeadows  
Mariposa  
Midpines  
Mormon Bar  
Ponderosa Basin

DATE: August 24, 2000  
TO: Jeffrey G. Green, County Counsel  
FROM: Blaine Shultz, Fire Chief *BESj*  
SUBJECT: Budget Action FY 1999/2000  
RE: Equipment Maintenance Account 001-0228-542.04-40

### ACCOUNT DEFINITION

Account 04-40 has been utilized to fund equipment maintenance costs for the fire fleet. The amount budgeted is primarily used by Public Works to fund parts and labor, however, the department has historically encumbered limited amounts to complete projects, compensate vendors for fuel, purchase parts and supplies to support the mission of the department.

### RESPONSIBILITY

Responsibility for performance of the Equipment Maintenance Account 04-40 with the Fire Chief.

## BUDGET DETAIL

During Fiscal Year 1999/2000, the Board appropriated \$94,400 in this account to meet forecasted needs of the department. The appropriated amount of \$94,400 reflected an increase from \$75,000 to deal with demands of placing the (Kern) engines in-service. The following depicts major expenditure amounts and encumbering party:

Central Valley Truck	\$36,667	Public Works Kern + WT37
Additional Billing O&M	\$53,471	Public Works
Burtsons Fire Equipment	\$30,180	Public Works Kern
Condell's Radiator	\$ 1,123	Public Works
Mariposa Auto Body	\$12,041	Public Works/Fire Kern Paint
L.N. Curtis Co	\$ 9,984	Fire Kern
NAPA	\$ 2,184	Fire
George's Auto Trim	\$ 1,611	Fire
Fuel	\$ 2,617	Fire
Detail Work	\$ 760	Fire
Small engine repairs	\$ 516	Fire
Code 3 Equipment	\$ 2,051	Fire
Misc Items	\$ 2,050	Fire
Improperly Coded Items	\$ 727	Fire

## CHRONOLOGY

The department has been involved in a twenty-month exercise to place Kern engines in service. Further, conversations regarding the numerous delays, re-commitments and the general performance of the Fleet Maintenance program has resulted in an adversarial relationship between Fire and Public Works.

In the months following the beginning of Fiscal year 1999/2000, the engine operators were advised to perform a thorough assessment of their apparatus. These results were conveyed to Fleet Maintenance formally, and priorities were established. Perhaps the most significant issue was that of rotation of equipment through the shop but having it returned with repairs not completed.

A collateral issue was that of fiscal impact, performance monitoring, and the ever increasing complaints of unsafe, questionably repaired equipment indicated a need to tighten reviews of invoicing and of problems apparent in the management of the maintenance program. Delays in receiving any invoices until third quarter prompted the department to evaluate every invoice and double check with the operators to determine if the work had been done, or completed satisfactorily.

When the large multi-month billing was received, the department halted expenditure on all remaining fixed asset items to prepare for and offset a funding shortage. This action limited the exposure. Connie dealt with the invoicing problems and has prepared a summary of facts for you and the Board's review. In that package, she has prepared a list of recommendations to prevent a reoccurrence.

### **CORRECTIVE ACTION**

The department has instituted a repair request procedure to control all labor and parts expenditures on fire apparatus and with reasonably timed invoicing, will provide financial visibility to Fleet Maintenance. Commensurate with our fiscal responsibility, we will regularly advise Fleet Maintenance of funds remaining in the 04-40 budget.

The department has noted a very positive change instituted by new Public Works Director Petropolis and with newly appointed Shop Foreman Halencak. Incorporation of the formal repair request orders have contributed to re-establishing control over expenditures.

### **RECOMMENDATIONS**

- 1 That a fleet management consultant be contracted to evaluate the competitive status of fleet maintenance;
- 2 That fleet maintenance establish performance capability/capacity to insure that repairs outside their scope be placed with external vendors who will warranty their work;
- 3 That fleet maintenance provide a warranty insuring that repairs are performed satisfactorily the first time;
- 4 That the document package prepared by Connie Hunt be incorporated in any review or evaluation of the fleet program;
- 5 And, That the Board consider a financial audit as a portion of the fleet review process.

Respectfully submitted,



Blaine Shultz  
Fire Chief

Encl/



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## MEMO

DATE: August 18, 2000  
TO: Blaine  
FROM: Connie  
SUBJECT: Fleet Maintenance

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I have reviewed Marty's comments in his memo dated 8-17-00 pertaining to Fleet Maintenance charges.

It is apparent to me the intentions were: 1.) to disregard the unresolved accountability issues and 2.) to downplay the safety issues raised this past year.

For the record, I have corrected his version of the billing process on the attached sheet.

It should also be noted I take exception to the statement that you and I had agreed to any set amount of charges. I currently have the same confusing, conflicting and inaccurate billings, printouts, correspondence and questions unresolved from our last meeting.

Marty admits that "groups of invoices were incorrect" and states the "new ones" are correct. I am still waiting to receive the "new ones" for July 1999 through May 2000.

He is correct in stating we paid them \$10,347.12 vs. \$4,422.66. However, the invoices for this amount were deemed incorrect, therefore, I have no idea what the payment was for.

I have attached a list of my unresolved concerns and questions for your review. I have also attached my personal recommendations and suggestions regarding this issue.

I realize this ordeal has been difficult for both of us. To be honest, the stress is taking its toll. This problem began last year when we started getting so many complaints and it has escalated to this point. It was impossible to research the complaints when communication with the mechanics was so poor. I could not compare the complaints of work not being done because the bills were so late, inaccurate, conflicting and confusing.

However, I do have faith in the changes we are implementing and hope to continue moving forward.



8/18/00

Fleet Maintenance Issues

1. The new one page "Summary of Invoicing" submitted by Fleet reflects a near perfect budget number for the fiscal year. Where is the backup?
2. The original invoices were declared incorrect after they were analyzed and questioned. Upon receipt, the "new correct" invoices will require the same research and review. Will the outcome result in the same conclusion?

If researched, how many other fiscal year billings would result in similar discrepancies?

3. When will the "new correct" monthly invoices be provided?
4. In June of this year, Fleet submitted vendor repair bills in the amount of \$31,192.40. To avoid delays, it was agreed that Fire should pay these vendors direct since Fleet was experiencing difficulties in their billing. (Normally, these charges are included in Fleet's billings and copies are not provided)

These invoices contained core credits in the amount of \$3,150.00. We were not aware that such credits existed. I could not locate any information reflecting past credits. How was Fleet handling these credits and how much was applied to our account over the years?

5. How can we monitor our line item expense account if we have no idea what Fleet is doing the entire year?
6. Most important, accountability for all the safety complaints should be addressed by Fleet. An explanation is due on each complaint received as to why the repairs were ignored, delayed, incomplete or not done at all. Too much is at stake not to thoroughly investigate these issues.

If we had a billing system that included all the related documentation that supporting each month billed, our department could investigate the claims ourselves to determine if any further action is required. Not being provided with timely, accurate and complete information has resulted in this whole scenio.

Fleet Maintenance Recommendations and Suggestions

1. Continue our new tracking system of submitting our own "Equipment Repair/Replacement Request Forms". I have received positive comments from both our personnel and fleet mechanics. There is now an established protocol for reporting, authorizing and documenting repairs and complaints. Our personnel report directly to us, the request form is completed identifying the equipment and the problem, then faxed to Fleet. When the mechanics receive the request, they know it has been authorized. If they have questions, they call our office and get direct results. Once the repairs are completed, the mechanics document what work they performed, sign it and fax it back to our office.

This system has eliminated any confusion on needed repairs and provides an organized and clear understanding of the work to be done.

In addition, Fleet's personnel changes in supervision have had positive results. Our communication with the mechanics is excellent now. They have been extremely cooperative, helpful and concerned. Their performance has been excellent.

Our new forms have also made it possible to track our equipment. I have created new individual files for each piece of apparatus and for the first time we have maintenance records indicating what work was performed and by whom. It is now possible to track equipment and driver information, i.e. how many brake jobs, clutches, tires, transmissions, etc. per month/year, the reason it was needed and the mechanic's name who performed the work.

2. I recommend all parts, materials and outside repair bills be paid directly by County Fire. This would allow us to see exactly what work was done, how much it cost and if credits are applicable to our account. These expenses could be cross-referenced to the repair requests and filed accordingly. We would then have a total record account of repairs per equipment. The current system does not allow us to see any vendor bills or to identify the costs.

Fleet would only be responsible for billing their labor and fuel cost on a monthly basis. If shop items are used they could bill us monthly with invoices. This would allow us to track our budget line item much more closely and relieve Fleet from the responsibility of paying for repairs.

3. I recommend an outside audit be conducted to continue researching this matter. This would allow total access to all information and the hours needed to do the research. I believe the billing discrepancies and safety concerns warrant further investigation. In addition, professional assistance would hopefully restore the confidence level between our departments.

8/18/00

Actual Dates sent and billed per Fleet invoices

Month Received	Month Billed	Month Paid	Amount Paid
Nov-99	* Jul 99	Dec-99	\$5,924.46
Dec-99	* Jul 99	Dec-99	\$2,243.03
Jan-00	* Aug 99	Jan-00	\$2,179.63
		Paid	\$10,347.12
Apr-00	* Nov, * Dec, * Jan, * Feb 00		
Jun-00	* Mar, * Apr 00		
Jul-00	May-00		
Aug-00	Jun-00		

- 1 **Marty stated July through October were billed on one invoice.  
(there were three invoices)**
- 2 **He states they were not paid until December 99 due to being analyzed  
(they were paid when received and not analyzed until later)**
- 3 **\* Incorrect invoices per Fleet  
No revised invoices or backup documentation received**



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DATE: June 27, 2000  
TO: Ken Hawkins  
FROM: Connie Hunt  
SUBJECT: Fleet Maintenance Billings

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The attached repair bills received from Fleet have core charges totaling \$3,150.00 that should eventually be credited to our account.

Does Fleet notify you when to credit our account? Have there been credits in the past?

This is another reason why we need to see copies of repair bills.

Please advise.

Thank you.

There is no way that my office can keep track of core charges. That is something only Fleet Maintenance would keep track of as well as the affected department. That is definitely why you would want to see copies of repair bills.

Ken



# COUNTY of MARIPOSA

4639 Ben Hur Road  
Mariposa, CA 95338  
(209) 966-5356

## DEPARTMENT OF PUBLIC WORKS

Divisions of:


- Design & Construction
- Administration
- Operations

**James J. Petropulos**  
Director

August 17, 2000

## MEMO

**TO:** Jim Petropulos, Director

**FROM:** Marty Allan, Fleet/Fiscal Manager 

**SUBJECT:** Fire Equipment Maintenance Charges from Fleet

At the beginning of the fiscal year, Blaine and I had agreed that it would cost around \$90,000 for the maintenance of the fire equipment. Blaine subsequently budgeted the \$90,000 in his line 001-0228-542-0440 and Fleet budgeted the same amount as revenue on line 700-0305-307-0709. This is historically how the charges have been tracked. We have now been informed that Fire does not have funding to cover our invoices. This is the first time in the last eight years that Fire has had a problem with a lack of funds.

After an in-depth review of their expenditure line item, I offer the following observation: As stated above, the original budget for Fire was \$90,000 and was later adjusted to \$94,400. As of June 30, 2000, the Fire Department had expended \$113,117.66 of which, \$10,347.12 was paid directly to Fleet of the \$90,000 budgeted. \$31,192.40 was paid directly to the vendors on behalf of Fleet. This amounts to \$41,539.52. That still leaves \$48,460.48 of the original \$90,000 to be paid to Fleet. After meeting with Blaine and Connie on August 9, 2000, we agreed that an additional amount of \$48,162.04 was due. This did not include a final bill for the month of June that was just invoiced yesterday in the amount of \$4,735.82. If our bills are paid as adjusted, this will bring the total line item expenditure to \$166,015.52, which is \$71,615.52 over the adjusted budget. The total billing attributed to Fleet amounts to \$94,437.38, which is \$37.38 over the adjusted budget. Somewhere along the line, over \$70,000 was expended from this line item over and above any charges made by Fleet. I can offer no explanation as to how this has happened, since we have no control over their budget.

In response to statements made by Connie in a memo to Blaine on August 9, 2000 we offer the following: We have been experiencing software problems related to the changeover to window CAMS and were not able to get the monthly billings out to the departments until October. When Ginny ran the expense report to do her billing she thought it would print it by month like in the past. Unfortunately, it ran July through



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## DEPARTMENT OF PUBLIC WORKS

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**James J. Petropulos**  
Director

August 17, 2000

October on one report. This bill was sent to Fire like we had done in the past. Connie spent "countless hours analyzing" the invoices and didn't pay any until December. This amounted to \$8,167.49, then in February they paid an additional \$2,179.63 for the total of \$10,347.12. Since that time all invoicing has been done by month. In April, Ginny invoiced for November through February; in June she invoiced for March and April; in July she invoiced for May; and just completed the June billing. Connie also states than told them that all of the invoices were incorrect, this is not true. I did state that the first groups of invoices were incorrect, but the new ones were correct. We have held two meetings with their department and have had countless telephone conversations with Connie to clear up any problems, but as you can see by the letter, there still seems to be a lack of understanding. Her memo concluded that it was impossible to monitor the budget line item because of our invoicing. It appears the problem was not our invoicing specifically, but all of the other items charged to this line item, over \$70,000.

It appears that the \$54,086.50 that Connie requested on the budget action form is in error since she only shows paying \$4,422.66, when in fact, they have paid the above mentioned \$10,347.12. I have given a memo to Ken to accrue \$48,162.04, which was the correct amount until the June billing was done yesterday.

At this time, the computer problems appear to have been corrected and current billing should be done in a timely manner from now on.

The main issue facing us is how do we get paid when the department has already gone over the adjusted budget that was supposed to be used to pay Fleet.

cc: Ken Hawkins, Auditor  
Blaine Shultz, Fire Chief  
Dana Hertfelder, Assistant Director  
Ginny Estep, Account Tech III

**SUMMARY OF INVOICING  
JULY 1999 TO JUNE 2000**

MONTH	REPAIR ORDER	EQUIPMENT	PROJECT	PARTS	LABOR	FUEL	TOTAL	BILLED	VARIANCE
July 1999 ✓			913.03	561.69	2,284.83	577.29	4,336.84	8,167.49	3,830.65
Aug. 1999 ✓			2,026.84	122.04	523.13	562.54	3,234.55		(3,234.55)
Sept. 1999 ✓			1,418.00	211.24	1,160.91	508.31	3,298.46		(3,298.46)
Oct. 1999 ✓			194.52	1,334.31	1,862.93	839.96	4,231.72		(4,231.72)
Nov. 1999 ✓			530.35	834.46	1,157.14	598.42	3,120.37	4,001.86	881.49
Dec. 1999 ✓			1,113.14	2,322.15	547.32	828.24	4,810.85	2,966.68	(1,844.17)
Jan. 2000 ✓				970.88	1,295.01	289.97	2,555.86	3,112.30	556.44
Feb. 2000 ✓				10,593.81	2,995.87	310.47	13,900.15	5,876.50	(8,023.65)
Mar. 2000 ✓				3,125.21	4,149.66	426.57	7,701.44	9,982.57	2,281.13
April 2000 ✓				2,545.61	4,561.33	506.46	7,613.40	15,658.43	8,045.03
May 2000				1,122.07	2,091.64	491.81	3,705.52 *	3,705.52	0.00
June 2000				1,171.34	3,253.42	311.06	4,735.82 *		(4,735.82)
			<u>6,195.88</u>	<u>24,914.81</u>	<u>25,883.19</u>	<u>6,251.10</u>	<u>63,244.98</u>	<u>53,471.35</u>	<u>(9,773.63)</u>

\* New invoice not submitted to date.

+ 31,192.40

\$94,437.38

*Total from fleet  
adjusted budget \$94,400*