

**CUYAHOGA COUNTY**  
**DEPARTMENT of PUBLIC WORKS**

April 6, 2012

Nailah Byrd  
Inspector General  
1219 Ontario Street, #300  
Cleveland, OH 44113

Re: IG File No.: INVEST 000070, Request for Response Letter  
File Name: Carr, Terrence; [REDACTED]

Dear Inspector General Byrd,

I appreciate the opportunity to work with the Inspector General's office in a cooperative effort to uncover and eliminate wrongdoing. We are committed to a department that is not only honest, but also efficient and effective. Ultimately, the best measures of good public servants are how well we manage our people, processes and money. It is the expectation of this department that all our employees also strive to meet these high standards. This was not the case with the former county ironworker, Terrance Carr.

Your report identifies several limitations of employee oversight which may allow for employee abuse. Since your report was issued, we have made several changes to address the areas highlighted by your investigation. We have made immediate changes in some areas, including short term and long term improvement implementations to address accountability, not only in the Trades area, but throughout all of Public Works.

First, the changes which were either in progress or made immediately are as follows:

1. Reporting Structure- The Department of Public Works reorganized our personnel reporting structure to address the excess direct reports as well as the lack of direct physical oversight. As of July 2011, all the trades staff were to report directly to Larry Klimkowski. He would be responsible for assigning and reviewing all work performed by the trades. This will be accomplished by an implementation of a detailed Work Order System, as described in further detail below.

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2. **Vehicle Usage-** It is encouraged that all staff use a county vehicle whenever available, and as they are used, a log is kept on mileage and location. Contrarily, if a county vehicle is not available, and this necessitates use of a personal vehicle, we are requesting that employees monitor usage and report mileage for reimbursement.
3. **Facilities Review Team-** Public Works put together a review team of engineers to review the facility group. They spent three months reviewing processes, products and personnel. They prepared a report which will be attached that makes recommendations for improvements.
4. **Human Resources Team-** In the latter part of 2011, the assembly of the HR team for Public Works was completed. This has provided the consistent message of holding all employees accountable for a productive work day. The managers can utilize this HR team as a resource for troubled employees.

Second, the short term goals which will be implemented in the first three months of 2012

1. **Work Order System-** Since mid-2011, this division has been systematically improving the programs in place by combining former procedures from previous administration to form one, streamlined practice, which will not only improve efficiency of the trades groups, but also accountability as it details the projects they are involved in, at which location, and for what duration. Further, these work orders must exist for each project the staff are involved in, and they must be signed off on by a supervisory staff member.
2. **Time clock-** Discussions with the payroll section of Human Resources has prompted this agency to consider implementing guidelines specific to our staff. For instance, if an employee is continuously utilizing manual overrides to clock out, we feel that this practice should be avoided and possibly result in disciplinary action. More management oversight in this area will improve this process, as will the incorporation of all engineer/sanitary engineer staff to this system. To date, this has not taken place, and higher level administration is not able to access MyHR system for monitoring employee payroll with the former Central Service employees.
3. **Supervisor Training-** A very detailed and in-depth management training for all 80 managers within Public Works has been implemented and made mandatory. This training consists of eight three-hour sessions with an Ease-at-Work trainer. The training provides supervisors with tools to help them better manage their staff.

Long term goals which will be implemented over time, with the majority of these recommendations occurring within 2012:

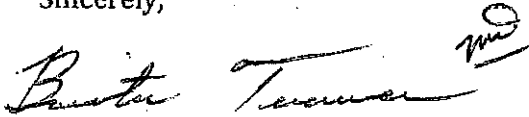
1. **GPS System-** GPS tracking will be utilized to monitor the locations of county vehicles, and can be compared to the daily log sheets for accuracy. Similarly, GPS functions can be initiated in county cell phones, as well.
2. **Facilities Maintenance Administrator-** It has been established that a new position will be implemented to oversee all custodial, trades, and building

maintenance functions. The incorporation of this role will ultimately result in the proper delineation of management and encourage better reporting structures. To date, great restructuring has been done with this group over the past year, and with many "growing pains." It is still a work-in-progress, but ultimately will be formed to have more management in place per personnel, resulting in a more hands-on work environment, with accountability unavoidable.

2. Uniforms- Visible accountability will improve through the use of wearing county uniforms. Negotiation with the trades will request that all Trades personnel wear a uniform during the day.
3. Implementation of the Facility review team's recommendations.

I appreciate the time and effort the Inspector General and your staff took reviewing this matter. I hope we can continue to work together to eliminate any wrong doing within Public Works. Please feel free to contact me for any additional information.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bonita Teeuwen", with a small circular mark above the end of the signature.

Bonita G. Teeuwen, P.E.  
Director of Public Works.