DEPARTMENT OF TRANSPORTATION
Biennial Performance Audit Implementation
Fiscal Years 2018 & 2019
(683) Street Management

Steve Sharkey, Director, Department of Transportation

dot
DEPARTMENT OF TRANSPORTATION
BALTIMORE CITY

Pothole Repair Operations

One of the many services provided by the Baltimore City Department of Transportation includes the repairs and preventive maintenance on Baltimore City's roadway.

Potholes are scheduled, repaired and abated within 48 hours of reporting

➢ Pothole service request are issued to crews at the beginning of shift
➢ Crews repair the potholes and logs all pertinent information on pothole log/manifest sheet
➢ Crews call in the repaired service request via 2-way radio to clerical staff
➢ Clerical staff abates work order/service request with all pertinent information and closes
➢ Supervisors review the crew daily manifest at the end of day to ensure all pertinent information was captured.

Potholes Repaired within 48 hours of reporting

Finding #1: Lack of policies and procedures caused the inaccurate documentation of completion dates for the performance measure percent of potholes repaired within 48 hrs. of reporting

Recommendation	Implementation Date	Status
The crew supervisor, who signs the 311 Complaint Talley Sheet, verifies that the pothole maintenance repair crew accurately inputs the departure (completion) time when each pothole repair is finished	January 31, 2021	The crew supervisor reviews and signs the crew's pothole log sheet/manifest to ensure all pertinent information is captured.
The clerical staff documents the Actual Finish field in Cityworks at the same time that is shown on the 311 Complaint Tally sheet	January 31, 2021	The completion of the pothole repairs are being recorded in Cityworks as it appears on the pothole form.
The clerical staff closes SR in Cityworks on the same day as the pothole repairs are actually completed or within 24 hours after the pothole repairs are completed	January 31, 2021	Pothole repairs are recorded in Cityworks within 24 hours of completion.
Assigned personnel periodically (weekly and monthly) reviews a random selection of SR in Cityworks to validate the accuracy of the clerical staff's documentation and monitors the actual percentage for the performance measure	January 31, 2021	A supervisor reviewed random selections and determined 85% of the staff was in compliance. Additional training was provided and audits will continue periodically.

Percentage of Potholes repaired within 48 hours of reporting

Finding #2: Percentage of potholes repaired within 48 hours of reporting – The name of the performance measure in the Budget Book does not reflect the actual performance measurement results tracked by DOT.

Recommendation	Implementation Date	Status
Revise the name of the performance measure to accurately reflect the objective of the performance measure	July 31, 2020	BBMR changed the wording of the performance measure in the Scorecard online system used to capture performance data. The measure now reads "% of Pothole service requests repaired within 48 hrs".
Include a note in the Budget Book when this change is made	July 31, 2020	BBMR placed a note into the Scorecard that reads: "July 31, 2020: Service measure updated from % of potholes repaired within 48 hours of reporting" to "% of pothole service requests repaired within 48 hours" to clarify data is being reported. Individual service request may report multiple potholes that require repair·

Internal Milling and Paving City Roadways

Roadway resurfacing within Baltimore City DOT can generally be considered as a removal of the top two inches of the roadway surface (milling the existing asphalt) and replacement with a new two-inch layer of asphalt.

This maintenance practice improves the general roadway riding surface, prolongs the life of the roadway and is accompanied by new lane markings delineating the traffic pattern – all contributing to a safer roadway.

The Baltimore City Department of Transportation establishes a total lane mile goal to be completed for Internal Resurfacing during the paving season which is March 15 through November 15. Lane miles are determined by a calculation based on field measurements by DOT staff. The lane miles of roadway locations are defined by the total surface area paved divided by ten (average lane width of ten feet, assumed by DOT)

Process to accurately report the cost per lane miles

Finding #3: Needs to review process to accurately report the cost per lane mile

Recommendation	Implementation Date	Status
Calculate the cost per lane mile	September 1, 2020	Cost per lane mile is calculated by total cost divided by the total lane miles. The total cost include regular and overtime wages, OPC rate, equipment cost , meal cost and material cost for milling and paving.
Validate the accuracy of the calculation of cost per lane mile reported in the Budget Book	September 1, 2020	The labor cost is validated with HR using Workday Payroll System, the OPC rate (which includes the fixed rates for FICA tax and flat rates for medical insurance, prescription drugs, dental and vision) are validated with the Fiscal Division , the equipment cost is validated with DGS Fleet Management and the paving and milling costs are also validated with the Fiscal Division.
Periodically update the formula to accurately reflect up-to-date OPC	September 1, 2020	The OPC rate will be updated at the beginning of the Fiscal Year to accurately calculate the cost per lane mile

Number of Citations Issued

Finding #4: Parking Enforcement, Number of Citations Issued performance measure does not measure the productivity.

Recommendation	Implementation Date	Status
DOT, with assistance from BBMR, select performance measures that are meaningful and within the Parking Enforcements Control.	February 5, 2021	When discussing this SR, the auditors also recommended we change or create another SR which we did and it was accepted by BBMR. This metric will track the timeliness of abandoned Vehicle inspections. In concert with BBMR, the Budget book will still be tracking overall citations to provide a context for the business of the service.