



CITY OF ORLANDO

Office of Audit Services and Management Support

MEMORANDUM

To: Richard M. Howard, City Engineer

From: Beryl H. Davis, CPA, CGFM, Director
Office of Audit Services and Management Support

Re: Follow-Up Review of Street Maintenance and Construction Audit (Report No. 08-11)

Date: July 2, 2008

Attached is a summary of the status of recommendations as determined from our follow-up review of the Street Maintenance and Construction Audit (*Report No. 07-14*), issued July 6, 2007. Our review procedures consisted of a review of the status of the recommendations provided by the management of the Street Maintenance and Construction program (Streets) and inquiries of management.

Our follow-up was made in accordance with generally accepted government auditing standards. The 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.

Eight of the 17 recommendations in the original report were implemented, four were partially implemented, four are planned for implementation and one has not been implemented.

Streets plans to fully implement the four partially implemented recommendations to use management summary, aging, backlog and priority reports, after the Technology Management Division (TMD) replaces Easy Streets software with a new application. Of the recommendations planned for implementation, one will be implemented when revisions to the Engineering Standards Manual are approved by City Council, two will be implemented when City Policies and Procedures and internal policies and procedures are developed and approved by the City Engineer; and one will be implemented when TMD sets up access for the Wastewater Division to input its Streets work orders into the new software.

One recommendation was not implemented, to follow City Policy to send notices and file liens when property owners do not repair City-owned pavements that they damage. The management of Streets indicates that compliance is not an issue when the damage is caused by known parties. In these cases, the parties responsible are paying for the damage. Sometimes, however, damage is discovered and the responsible parties cannot be identified. In these cases, there is no property owner who can be notified or billed, and thus it is not necessary to create procedures for sending notices at this time. Therefore, we do not plan to further follow up on this recommendation.

We would like to thank officials and personnel of the Street Maintenance and Construction Program for their cooperation during this follow-up review.

We conduct a quarterly follow-up of all the citywide recommendations that have not been fully implemented, to determine their implementation status, and we encourage the management of the Streets program to fully implement the remaining recommendations.

Laurel Stevenson, Auditor III, performed this follow-up review under the supervision of Mona Mellon, Audit Program Manager.

BHD/am

Attachment

- c: Honorable Buddy Dyer, Mayor
- Byron W. Brooks, Chief Administrative Officer
- Kevin J. Edmonds, Deputy Chief Administrative Officer
- Deborah D. Girard, Deputy Chief Administrative Officer
- Brie N. Turek, Chief of Staff
- Mayanne Downs, City Attorney
- Rebecca W. Sutton, Chief Financial Officer
- Alan R. Oyler, Public Works Department Director
- Conrad C. Cross, Chief Information Officer
- David Sloan, Environmental Services Division Director
- Michael Carroll, Solid Waste Division Manager

**REPLY AND IMPLEMENTATION SUMMARY
FOLLOW-UP OF AUDIT OF STREET MAINTENANCE AND CONSTRUCTION**

#	RECOMMENDATIONS	ORIGINAL RESPONSE	CURRENT STATUS	IMPLEMENTATION DATE	AUDITEE COMMENTS
	The Streets and Stormwater Services Division should:				
1.	Update City Policies and Procedures for Street Maintenance and Construction, and include procedures recommended in this report. (HIGH)	Concur	Planned for Implementation	October 2008	The Streets/Drainage Assistant Division Manager has been assigned to develop the updates of City and Division Policies & Procedures. The final drafts will be submitted to the City Engineer and the Stormwater Utilities Division Manager for review after all recommendations have been implemented.
2.	Adopt an internal policies and procedures document for guidance to Street Maintenance and Construction daily operations. (MEDIUM)	Concur	Planned for Implementation	October 2008	The Streets/Drainage Assistant Division Manager has been assigned to develop an internal policies & procedures document. The final drafts will be submitted to the City Engineer and the Stormwater Utilities Division Manager for review after all recommendations have been implemented.
3.	Print on its public relations door hanger the titles and telephone numbers of the employees that customers can contact to inquire about a streets project. (LOW)	Concur	Implemented	January 2008	We are currently attaching a business card to the current stock of hangers. The contact information will be added when the hangers are reprinted.
4.	Consult with the Office of Communications on the possibility of adding a link on the City's Website for citizens to submit complaints. (MEDIUM)	Concur	Implemented	January 2008	All information needed to update web site has been submitted to the Office of Communications. They plan on having the web site updated and online by 1 August 2008

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5.	Develop a process to measure customer satisfaction. (MEDIUM)	Concur	Implemented	May 2008	On May 30, 2008 a policy was implemented that requires the Program Manager or his Assistant to contact 15% of customers when a work order is completed. The date and time the citizen was contacted and an indication of whether they were satisfied or unsatisfied will be entered on work order. If citizen is unsatisfied the work order will be reopened until further investigation of the complaint is completed.
6.	Complete the data fields of work orders in Easy Streets. (HIGH)	Concur	Implemented	October 2007	All of current year work orders have been reviewed, and empty fields were filled in to the extent that the information was available. Going forward, all data fields, including who took the call, what happened, who did the work, will be completed.
7.	Use the Easy Streets work order data to provide summary reports to management on a regular basis. (HIGH)	Concur	Partially Implemented	September 2008	<p>After conferring with a Technology Management Division (TMD) Business Analyst, the full implementation of items 7, 8, 9 and 12 will be delayed until July 2009 because TM is in the process of purchasing and implementing a new work order system that will be taking the place of Easy Streets.</p> <p>Excel templates for new summary, backlog and aging reports for sidewalks, driveways, curbs, potholes, brick street repairs and utility cuts</p>

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					<p>repairs were developed by Streets and Stormwater Services and forwarded to TM on June 3 2008.</p> <p>Steps taken to date include the following:</p> <ul style="list-style-type: none"> • In April 2008, a meeting was held with the Business Analyst and the Applications Developer in TMD to discuss development of management summary, aging, backlog and priority reports in Easy Streets. These reports are referenced in recommendations 7, 8, 9 and 12, respectively. • The TMD staff determined that most of the information needed to implement these recommendations is available on the report page of Easy Streets; but the reports contains a large amount of data and are too cumbersome to use in their current form. • The TMD staff worked together to develop condensed reports that contain all the data needed to meet the requirements of recommendations 7, 8, 9 and 12.
8.	Request the Technology Management Division to assist in developing a work order aging report in Easy Streets. (HIGH)	Concur	Partially Implemented	September 2008	An Excel Template for the order aging report was developed and provided to Technology Management in June 2008. See also Item #7 comments.

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9.	Obtain periodic reports of the work order backlog status and monitor this information to control the current backlog. (HIGH)	Concur	Partially Implemented	September 2008	An Excel Template for the backlog status report was developed and provided to Technology Management in June 2008. See also Item #7 comments.
10.	Obtain periodic Street Maintenance claim information from Risk Management, to encourage timely completion of work orders and improve claim prevention. (MEDIUM)	Concur	Implemented	April 2008	Risk Management began sending reports to the Assistant Division Manager in April 2008. The first report contained all claims from January 2006 through April 2008. A report will be sent monthly for the next six months. Then it will be decided if there is enough information to justify monthly reports. If not, the report will be sent quarterly.
11.	Evaluate the need and report the available options, feasibility and funding opportunities to address the current backlog of needed brick repairs. (HIGH)	Concur	Implemented	April 2007 April 2008	Streets and Stormwater Services evaluated this and submitted budget requests to fund a brick street maintenance crew during 2007/2008 and 2008/2009 budget development phases. We determined that city work forces could perform needed repairs at a lower cost than contractors. Due to budget constraints OMB will not be authorizing funding for a brick street maintenance crew.

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12.	Develop a system of identifying priorities for and documenting activities related to work orders in Easy Streets, with assistance from Technology Management. (MEDIUM)	Concur	Partially implemented	December 2008	An Excel Template for the order priority report was developed and provided to provided to Technology Management in June 2008. See also Item #7 comments.
13.	Request the Wastewater Division to input into Easy Streets any work orders that will require Street Maintenance resources for street repairs, before Wastewater begins its work on the streets. (MEDIUM)	Concur	Planned for Implementation	December 2008	Technology Management will set up Easy Street access for Wastewater personnel once the new reports have been set up.
14.	Request Solid Waste to provide information about damaged areas around City dumpsters. (MEDIUM)	Concur	Implemented	April 2008	Solid Waste has agreed to submit all requests for repairs for damage to streets, sidewalks, curbs, driveways and dumpster aprons due to their operations using the Easy Street work order system.
15.	Add to the Engineering Standards Manual a more durable alternative pavement material for new pavement construction around City dumpsters. (MEDIUM)	Concur	Planned for implementation	September 2008	Changes to the Engineering Standards Manual, including the alternative pavement material, are planned to be presented to City Council in September.

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16.	Work with Permitting Services to detect pavement damages caused by property owners. (MEDIUM)	Concur	Implemented	June 2008	The current inspection code requires an inspector to note damage to any city infrastructure and file written report on the inspection report. Permitting Services requires property owners to repair damages to city pavements that are detected during any required inspections related to permits obtained. Management's ongoing discussions with Permitting include this subject.
17.	Ensure notifications, bills, and liens regarding property owners' responsibilities for damages are properly executed, and develop written internal procedures to guide this process. (HIGH)	Concur	Not Implemented		The current permit inspection rules and city ordinances require contractors and homeowners to repair, replace or pay for all damage to city infrastructure that was the result of their activities before final sign off of a permit or as part of a code enforcement action. Sometimes public property damage occurs without knowledge of person(s) responsible, such as utilities working in city rights of way. Because most damage caused by known parties (such as by property owners who obtain permits or in connection with an accident report) is repaired at the expense of those parties, Streets does not have a notification system as described in City Policy.