City of Albuquerque
Office of Internal Audit
FOLLOW-UP
TRAFFIC ENGINEERING DIVISION
CAPITAL IMPLEMENTATION PROGRAM
PAYROLL AND STAFFING
Report #18-15-103F
December 13, 2017

INTRODUCTION

The Office of Internal Audit performed a follow-up of Audit No.15-103, Traffic Engineering Division Capital Implementation Program Payroll and Staffing. The purpose of this follow-up is to report on the progress made by the Department of Municipal Development (DMD) in addressing the audit findings and recommendations. Follow-up procedures rely on the department providing the status of the recommendations.

A follow-up is substantially less in scope than an audit. The objective is to report on the status of corrective action in regards to the audit findings and recommendations.

We limited the scope to actions taken to address the audit recommendations from the final audit report dated January 28, 2015 through the submission of actions taken by DMD on October 3, 2017.

BACKGROUND

The Traffic Engineering Division of DMD is comprised of three main sections:

- The Traffic Engineering section (Engineering section), which handles inter-agency and citizen issues, performs traffic studies, and coordinates projects;
- The Traffic Management section (Management section), which is responsible for traffic signal operations and maintenance; and
- The Traffic Operations section (Operations section), which is responsible for the fabrication, installation, and maintenance of street signs and markings.

The audit focused on the Management and Operations sections only, and did not review processes for the Engineering section.

The employees in the Management and Operations sections are responsible for completing Capital Implementation Program (CIP) projects and repair and maintenance (R&M) jobs. CIP projects are new, upgraded, or repaired assets costing $5,000 or more, or assets that must be entirely replaced regardless of cost. R&M jobs are the daily upkeep of the Traffic Engineering Division assets. Work orders must be completed for all CIP projects and R&M jobs. Employees may work on CIP projects, R&M jobs, or both. Currently the Division has 26 CIP funded positions and 30 General Fund funded positions.

SUMMARY

Of the three recommendations addressed in the original report, one has been fully implemented and two are in process.

The status of each recommendation is identified by the symbols in the following legend:

Fully Implemented	Resolved	In Process	Not Implemented
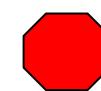
Recommendation #1   The Traffic Engineering Division should:

- Ensure that work orders include a section that indicates if the work performed was CIP or R&M,
- Provide training to all employees on what is considered CIP projects compared to R&M jobs.
- Require either the employees performing the work, or the employee's supervisor to indicate on all work orders if the work performed was CIP or R&M.

Response: *"Traffic agrees to this recommendation and will investigate and work with ITSD in utilizing VueWorks, 311 or other systems to implement this recommendation."*

"Traffic agrees to train employees on how to properly fill out the work order correctly so the determination of whether an expense is capital or repair and maintenance can be easily determined."

"Either a program will be developed to make the Capital/R&M determination or that a determination will be made by the employee or his supervisor."

> *Estimated Completion Date: "Traffic will investigate available systems for implementation by the start of FY16. Traffic will modify the system to include the required fields for CIP vs R&M, run trials and fully implement by FY17."*

Status Reported by DMD: "COMPLETE: VueWorks has been configured to include a toggle that is used to indicate CIP or O&M.

"COMPLETE: Training has been provided for all employees on properly filling out the work order correctly so the determination of whether an expense is capital or repair and maintenance can be easily determined. Sign in sheets attached

"COMPLETE: Employees indicate whether the work performed on the Work Order is CIP or R&M. See attached screen shot."

Fully Implemented

DMD configured VueWorks so that users can select whether a work order is for CIP or for R&M. They provided training for employees to help them easily determine whether the work orders they

are completing are for CIP or R&M. In addition, VueWorks now requires work orders to be categorized as CIP or R&M before they can be completed in the system.

Recommendation #2 The Traffic Engineering Division should:

- Implement the use of work orders through the VueWorks system in the Management section; or
- Explore using the work order function in the 311 system; or
- Work with the Department of Finance and Administrative Services (DFAS) to obtain an upgrade for the 311 system so that it can interface with VueWorks; or
- If VueWorks or the 311 system is not possible at this time, work with the 311 Division management and information technology personnel to implement another type of electronic work order system that can track the type and location of the work performed; date and time work was performed; who performed the work; whether the work performed was CIP or R&M; what inventory was used; etc.
- Once an electronic work order system is implemented, use it for developing a process for analyzing the resources needed for the Traffic Engineering Division.

Response: "*As stated above, Traffic plans to investigate and implement an electronic work order system in the Management section. Implementation is expected to begin by the start of FY17.***"**

   Estimated Completion Date: "No response."

Status Reported by DMD: "COMPLETE: VueWorks has been configured to include Traffic Engineering Signal Work-Orders.

"IN PROGRESS/FUTURE ENHANCEMENTS: VueWorks has been programmed, configured, and customized to interact directly (in real-time) with the new 311 System.

- The 311/VueWorks integration is designed to allow for the automatic/unattended flow of records between 311 and VueWorks such that when a call comes into 311 and gets assigned to Traffic, (signals), the record automatically gets imported into VueWorks. Then the work is accomplished and documented in VueWorks. The record then gets closed out of VueWorks and that action automatically closes it out of 311.

"However, the new 311 system interface still does not work as well as we expected. "Current outstanding issues:

   1.   Often times, 311 gets (n) number of calls for the same issue (i.e. signal knocked

2.   When a 311 call gets re-routed to DMD, Traffic, the record is not reported in VueWorks

3.   When the oracle database, does not function correctly, VueWorks is not sent any records from 311 and are not sent when function is regained.

"IN PROGRESS: DMD can currently map out all the signal related work orders by location and deduce level of effort, geographic clustering of work responses, as well as other factors such as knock-downs."

In Process

VueWorks has been configured to include traffic engineering signal work orders so that the DMD Management section can track the type and location of work performed. VueWorks has also been customized to interact directly with the 311 system to automatically assign new work orders and close completed work orders initiated through the 311 system. However, DMD is not using VueWorks to analyze the resources needed for the Traffic Engineering Division because they are currently working to implement a process to accurately capture the costs associated with work orders.

Recommendation #3 The Traffic Engineering Division should:

Utilize data obtained through the electronic work order system from the previous fiscal year to allocate labor costs to the CIP fund and the GF for the next fiscal year.

Response: *"Traffic agrees that the use of data from the prior fiscal year should be used as a guide for subsequent funding."*

> *Estimated Completion Date: "At year end FY17 we will have percentage data for a full year to estimate future year expenditures by CIP and R&M."*

Status Reported by the DMD: "FUTURE ENHANCMENTS: Although DMD management had given clear direction to fully implement the use of VueWorks to track specific costs, labor costs and inventory, and the system is capable of the desired reporting, staff has not implemented the reporting that allows tracking to be done so it can be accurately determined whether a work order is capital or
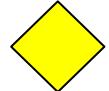
repair and maintenance. The direction specifically to keep such records is being formulated and will be given again."

⬥ **In Process**

DMD management is working to ensure the implementation of cost reporting that will allow the Department to use previous fiscal year CIP and R&M data to allocate labor costs to the CIP fund and the General Fund for the next fiscal year.

Follow-Up
Department of Municipal Development
Traffic Engineering Division CIP Payroll and Staffing   #18-15-103F
December 13, 2017

SUBMITTED:

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Principal Auditor

REVIEWED & APPROVED: APPROVED FOR PUBLICATION:

_____   _____
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