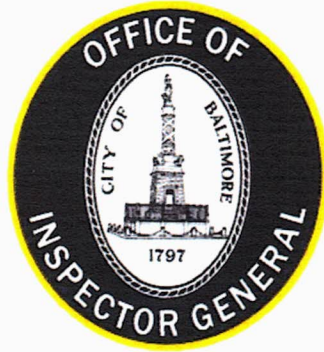


OFFICE OF THE INSPECTOR GENERAL CITY OF BALTIMORE



Isabel Mercedes Cumming
Inspector General

Investigative Report Synopsis

OIG Case # 2017-0759

Issued: June 6, 2018



June 6, 2018

Dear Citizens of Baltimore City,

The Office of Inspector General (OIG) conducted an investigation regarding waste and the theft of time by employees of the Meter Reading Division in the Department of Public Works (DPW). What follows is the public synopsis of the Report of Investigation.

The mission of the OIG is to promote accountability, efficiency, and integrity in City government, as well as to investigate complaints of fraud, financial waste, and abuse in City government. The OIG investigation determined DPW Meter Reader employees were misusing their employee compensation by not returning to the Meter Shop upon completion of their normal daily tasks. Rather, they would return to their residences or simply drive around the city until the end of their normal work shift. The OIG identified waste of compensated time by the DPW Meter Shop employees that totaled, over a period of twenty (20) months, 5,903 hours at a cost of approximately \$120,514. This total accounts for neither the additional expenditures for fringe benefits associated with full-time employees, nor the waste resulting from City vehicle use of maintenance and fuel.

In order to conduct the analysis of waste of time by the DPW Meter Shop, the OIG obtained and utilized data from multiple sources including:

- Automated Vehicle Location (AVL) system data for all vehicles identified as Meter Shop or Meter Reading.
- City of Baltimore Human Resources' salary information for DPW employees at the Meter Shop.
- A report of home addresses for DPW employees at the Meter Shop.

The OIG identified 44 out of 57 DPW employees who worked in the Meter Shop Department who parked their Meter Shop or Meter Reading City vehicle (equipped with AVL) near their home address for 60 minutes or more during the period January 2016 through July 2017. Specifically, the OIG identified 5,219 hours of straight time at a cost of approximately \$101,091 and 684 hours of overtime at a cost of \$19,423.

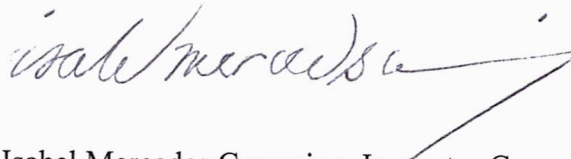
The OIG consulted with the Baltimore City State's Attorney's Office regarding potential criminal prosecution of these employees. Discussion with the Meter Shop Superintendent revealed management advised employees that they were not required to request more work or report back to the Meter Shop prior to the end of a daily shift. This "policy" was not set forth in any procedures manual and the Superintendent simply allowed the practice to exist. As a result, no criminal charges were initiated by the Baltimore City State's Attorney's Office.

This investigation determined a need for a total review of the standard operating procedures (SOP) of the Meter Shop, the creation of better internal controls and supervision of employees and a need for the revamping of the job description of the employees in the Meter Shop. These recommendations were made to DPW management.

DPW management agreed with the OIG recommendations and immediately began the process of reviewing the SOP with all Meter Shop supervisors and superintendents. Orders have been issued to all supervisors and superintendents that employees are to return to the Meter Shop immediately upon completion of their daily tasks to receive additional assignments to be completed through the end of their shift. Supervisors and superintendents are to monitor and review all work on a daily basis as well as monitor the AVL tracking of employee assigned City vehicles. In addition, extensive training has been scheduled for all meter readers and reclassifications will take place. The department is putting additional changes in place regarding the new employee reclassifications and performance reviews of these new jobs.

The OIG would like to thank the Department of Public Works, Baltimore City Office of Information Technology and the Baltimore City State's Attorney's Office for its cooperation and assistance in this investigation.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Isabel Mercedes Cumming', with a long horizontal flourish extending to the right.

Isabel Mercedes Cumming, Inspector General
Office of the Inspector General

Cc: Hon. Catherine E. Pugh, Mayor of Baltimore City
Hon. Bernard C. Young, President, City Council
Honorable Members of the Baltimore City Council
Hon. Andre M. Davis, City Solicitor