Agenda - Council – July 20, 2011

Report - Executive Policy Committee – July 13, 2011

Item No. 11 Traffic Signals Branch Performance Audit

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On July 13, 2011, the Executive Policy Committee, in its capacity as the Audit Committee, concurred in the recommendation of the City Auditor, as amended, and submits the following to Council:

1. That the Traffic Signals Branch Performance Audit dated November 2010, be received as information.

2. That the Traffic Signals Branch business unit be forwarded to the Alternate Service Delivery Development (Evaluation) Process.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Agenda - Council – July 20, 2011

Report - Executive Policy Committee – July 13, 2011

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On July 13, 2011, the Executive Policy Committee, in its capacity as the Audit Committee, concurred in the recommendation of the City Auditor with the following amendment:

- Add the following as a new recommendation

    2. That the Traffic Signals Branch business unit be forwarded to the Alternate Service Delivery Development (Evaluation) Process,

and submitted the matter to Council.

Audit Department Report
Traffic Signals Branch Performance Audit – July 2011

The Traffic Signals Branch forms part of the Transportation Planning and Traffic Management Division of Public Works. The Division is responsible for planning, designing and managing the transportation system and the traffic regulatory environment to provide a safe, environmentally – aware, accessible and sustainable transportation system. More specifically, the Traffic Signals Branch is responsible for the operation and maintenance of 611 traffic signals, 155 pedestrian corridors, 50 hazard flashers and four all red flashing intersections located in the City of Winnipeg, as well as new signal development and installation.

Report Summary

The Traffic Signals Branch needs to develop a formalized mission statement, strategic plan and objectives for the Branch. The Branch should also develop an IS strategy or plan to maximize the benefit derived from information technology and to ensure IS projects are prioritized.

To support the newly defined Branch objectives, a study should be undertaken to review overall resource requirements in order to run an efficient and effective traffic signal operation. In the last three years the Branch has incurred total overtime costs exceeding $1.1 million. A significant portion of this overtime is earned by first responder team members who are called out while on standby on weekends and after hours on weekdays to respond to traffic signal failures. We have also recommended that the Branch review the make up of first responder teams.

Branch Management should also determine the resources required (both internal and external) to complete the signal enhancement project on schedule. Branch Management has indicated that some parts of the project are currently more than six months behind schedule largely due to insufficient staff resources being dedicated to the project. Delays have occurred due to crews being pulled off the project to work on other priority. In addition, the Branch should perform more detailed financial tracking of the project, including a comparison of percentage of work completed/remaining to budget to identify potential cost overruns so that actions can be taken to mitigate budget overruns.

The Traffic Signals Branch should develop a formal priority schedule for handling and attending traffic signal failure incidents. This will assist the Branch in managing overtime costs. Further, we have recommended the Branch develop a regular preventative maintenance program, a formalized signal timing review process, and a formalized signal monitoring process. Such measures should reduce the level of reactive maintenance work currently being performed, reduce response time rates and improve the flow of traffic on City streets.

Policy

The report is submitted in accordance with the City Organization By-law 7100/97 section 19(d)(iv) that the Audit Committee will "Receive and review audit reports, and table such reports with its recommendations at a regular meeting of Executive Policy Committee."

Recommendation:
That the Executive Policy Committee, in its capacity as the Audit Committee, recommend to Council that the Traffic Signals Branch Performance Audit dated November 2010, be received as information.

Attachment - Traffic Signals Branch Performance Audit



Traffiic Signals Final Report.pdf

Report Written By B. Mansky Approved by B.Whiteside June 15, 2011