



KELLY MADIGAN
Inspector General

STEVE QUISENBERRY
Deputy Inspector General

Office of the Inspector General

November 27, 2023

Stacy L. Rodgers
County Administrative Officer
400 Washington Avenue
Towson, Maryland 21204

Re: OIG Investigative Report – Case No. 24-002

The mission of the Office of the Inspector General (“the Office”) is to provide increased accountability and oversight in the operations of the Baltimore County government (“the County”) by identifying fraud, abuse, and illegal acts, while also striving to find ways to promote efficiency, accountability, and integrity.

In August 2023, the Office received a complaint that an employee from the Bureau of Highways within the Department of Public Works and Transportation (“the Employee”) had stolen two white 2017 Ford F-250 tailgates from Highway Shop #3 located at 6 Clarks Lane, Glyndon, Maryland and had attempted to sell the stolen tailgates on multiple social media sites. Also, it was alleged that the Employee was frequently driving their assigned County dump truck to their home address, which is located outside of Baltimore County, and staying at their home address for extended periods of time during the workday. Because the theft allegation is currently being handled by the Baltimore County State’s Attorney’s Office as a criminal matter, the Office chose to only investigate the misuse of the County vehicle allegation, which consisted of employee interviews and a review of records. The records examined included applicable policies and procedures, documents from the Office of Human Resources, payroll data, time and attendance records, and NexTraq data associated with the Employee’s assigned dump truck.

Based on the interviews and the records reviewed, the Office was able to substantiate that during the time period examined by the Office, which was December 2021 to July 2023, the Employee misused their assigned County vehicle on approximately 47 dates. The vehicle misuse involved the Employee driving their assigned dump truck from various locations in Baltimore County to the Employee’s home address, which is located in Carroll County, or to locations in the immediate vicinity of the Employee’s home address. While at those locations, the Employee’s assigned dump truck was parked for as little as five minutes to as long as three hours and 49 minutes. The Employee’s misuse of their assigned dump truck resulted in a cost to the County in the form of unnecessary diesel fuel consumption. In addition, the time spent by the Employee at their residence during work hours constituted time and attendance fraud.

I. The County's Vehicle Management Policy

Below are the applicable subsections from Section 1.15 of the County's Personnel Manual titled "Vehicle Management Policy." A copy of Section 1.15 in its entirety is attached to this report as **Exhibit 1**.

Section 1.15.1: Overview

The County has installed Global Positioning System (GPS) tracking equipment in all County-owned vehicles. The purpose of the equipment is to improve overall efficiency and reduce vehicle operating costs by ensuring that County vehicles are operated within established guidelines.

Section 1.15.3: Scope

This policy applies to all County employees operating a County vehicle at any time and for any purpose. This policy does not apply to police vehicles and fire equipment (but does apply to Fire Marshal vehicles).

Section 1.15.4: Policy

All County vehicles will be monitored for compliance with these standards. Department Heads or their designees are responsible for monitoring the GPS data. All work requests for a given individual must match the vehicle tracking information for a given day.

II. Structure and Operations of Highway Shop #3

The Employee is assigned to one of the three crews that operates out of Highway Shop #3, which covers the northwest portion of Baltimore County. The crews consist of laborers and technicians who work four, ten-hour shifts including a 30-minute lunch. The crews are responsible for a variety of tasks including removing snow and other debris from roads, filling potholes, and clearing storm drains. Each of the three crews is led by a crew chief. The three crew chiefs report to the supervisor of Highway Shop #3, who in turn, reports to the Bureau of Highways Operations Manager. The crew chiefs are responsible for directing their respective crewmembers on a daily basis by giving out assignments in the morning and throughout the day when necessary. According to one crew chief, when there are not specific assignments to perform, the crewmembers are directed to fill potholes or check storm drains along their assigned routes.

Most of the crewmembers in Highway Shop #3 are assigned to a County-owned dump truck, which they use to perform their various assigned tasks, most of which are in the northwest area of Baltimore County. On occasion, a crewmember is permitted to leave their assigned territory. For example, a crewmember may need to take debris to the Baltimore County landfill, which is located in northeast Baltimore County; pick up supplies from a vendor, such as Maryland Paving, which is located in Finksburg; or deal with a commercial driver's licensing issue at the Motor Vehicle Administration office in Westminster. When not in use for work-related purposes,

the dump trucks are supposed to be parked at Highway Shop #3 in Glyndon.

While the Bureau of Highways has no written policy concerning vehicle usage, new employees are made aware of the County's Vehicle Management Policy, as set forth in Section I of this report, when they onboard into Highways. This is done via a New Employee Checklist, a copy of which is attached as **Exhibit 2**. While the Checklist indicates that new employees are to sign a form acknowledging the Vehicle policy, this is possibly not occurring per the Bureau of Highways Operations Manager.

The dump trucks operated by most of the Bureau of Highways personnel, including the Employee, run on diesel fuel. The diesel fuel for the dump trucks is supplied by the County. It is estimated that the gas mileage for the dump trucks, including the one assigned to the Employee, is approximately five to seven miles per one gallon of diesel fuel.

As noted in the County's Vehicle Management Policy, the dump trucks utilized by the Bureau of Highways, like other County vehicles, are outfitted with GPS tracking equipment. However, the crew chiefs in the Bureau of Highways do not have access to NexTraq, which is the program used by the County to track the speed and locations of the County vehicles. According to one of the crew chiefs, they have asked their management for access to NexTraq on more than one occasion, but those requests have been denied.

III. The Analysis of the Employee's NexTraq Data

As part of the investigation, the Office examined the NexTraq data for the Employee for a twenty-month period ranging from December 1, 2021 to July 31, 2023. This examination consisted of reviewing NexTraq reports for the Employee and their assigned dump truck (hereafter "the Dump Truck"), which showed the locations of the Dump Truck on any given day and how long the Dump Truck stayed at those locations. The NexTraq location data was then compared to the Employee's home address in Carroll County, which was obtained from the Employee's personnel file.¹ Further, the Office analyzed the length of time the Dump Truck remained stationary at the Employee's home address, or at locations in the immediate vicinity of the Employee's home address, and compared that data to the Employee's time and attendance records.

Based on the Office's analysis of the Employee's NexTraq data, it was determined that between December 1, 2021 and July 31, 2023, the Employee drove the Dump Truck to their residence in Carroll County, or to a location in the immediate vicinity of their residence, approximately 47 times during their workday. For purposes of this analysis, the Office assumed the starting point for each of those trips was Highway Shop #3 in Glyndon, Maryland.² Utilizing an online web service, the Office calculated the distance between Highway Shop #3 and the Employee's former home address in Carroll County (hereafter "Home Address #1") as 17.5 miles or 35 miles roundtrip. The distance between Highway Shop #3 and the Employee's current home

¹ During the relevant time period, the Employee moved their residence from one location in Carroll County to another location in Carroll County.

² In actuality, the starting point was often some location in Baltimore County that at times, was farther away from the Employee's home addresses than Highway Shop #3. Thus, the Office's calculation of estimated total unauthorized miles driven by the Employee resulted in a more conservative figure.

address in Carroll County (hereafter “Home Address #2”) was calculated as 13.4 miles or 26.8 miles roundtrip. Based on the Office’s analysis, it was determined that on those 47 occasions, the Employee drove the Dump Truck almost 1,400 miles for reasons that were unrelated to County business. This is the equivalent of driving the Dump Truck from Highway Shop #3 to Houston, Texas. A copy of the analysis is attached as **Exhibit 3**.

IV. Financial Cost to the County

In an effort to calculate an estimate of the cost to the County associated with the Employee’s unauthorized use of the Dump Truck, the Office obtained the County’s estimated cost of diesel fuel between December 2021 and July 2023. The source of the data was the Office of Budget and Finance. Those estimated costs were as follows:

TABLE 1	
Time Period	Cost of Diesel Fuel per Gallon
December 2021 to March 2022	\$3.3672
April 2022 to June 2022	\$3.3500
July 2022 to November 2022	\$4.3183
December 2022 to March 2023	\$4.3330
April 2023 to June 2023	\$4.3183
July 2023	\$3.3180

Using the values in Table 1 and an estimated gas mileage for the Dump Truck of six miles per gallon of diesel fuel,³ the Office calculated that the Employee’s unauthorized use of the Dump Truck resulted in a cost to the County of \$938.72 (see Exhibit 3). This analysis did not take into account the unnecessary wear and tear on the Dump Truck.

In addition to the needless fuel consumption, the Employee spent a total of 54 hours at their residence during work hours (see Exhibit 3). A review of the Employee’s time and attendance records for the 47 dates that they were at their residence during the workday showed that on five of the 47 occasions, they took a total of 6 hours of leave.⁴ Those dates were as follows:

TABLE 2			
Date	Amount of Leave Taken by the Employee	Approx. Amount of Time Stopped at the Employee’s Home Address per NexTraq	Amount of Time Excluded from the Wasted Labor Calculation
05/11/22	2 hours	16 minutes	16 minutes
06/29/22	1 hour	18 minutes	18 minutes
10/24/22	1 hour	22 minutes	22 minutes
01/23/23	1 hour	1 hour & 48 minutes	1 hour
02/14/23	1 hour	26 minutes	26 minutes
Total Time Excluded from the Wasted Labor Calculation			2 hours & 22 minutes

³ According to a supervisor in the Bureau of Highways, the Dump Truck is a 2021 International Work Star that gets between 5 and 7 miles per gallon. For purposes of this report, the Office used the average of 6 miles per gallon.

⁴ The time and attendance records did not show the exact time of day the Employee took leave.

While there is no indication that the Employee’s use of leave on the dates listed on Table 2 was for the time the Employee was at their residence during working hours, the Office opted to give the Employee credit for the leave when calculating the wasted labor associated with the Employee’s misuse of the Dump Truck. Therefore, the Office used a figure of 51 hours and 38 minutes.⁵

A review of the Employee’s payroll data reflected that the Employee had the following hourly rates during the listed time periods:

TABLE 3	
Time Period	Hourly Pay Rate
12/01/21 - 12/31/21	\$18.26
01/01/22 – 07/28/22	\$18.62
07/29/22 – 08/19/22	\$19.45
08/20/22 – 12/23/22	\$21.29
12/24/22 – 07/31/23	\$21.93
Average Rate	\$19.91

Using the simple average hourly pay rate of \$19.91 from Table 3 and the 51 hours and 38 minutes that the Employee spent at their home address during working hours that were not accounted for by any type of documented leave, the Office estimated that the Employee wasted approximately \$1,028.02 [(51hrs. x \$19.91) + (38min./60min. x \$19.91)] in labor costs.⁶ Thus, the total waste attributed to the Employee’s misuse of the Dump Truck was calculated as \$1,966.74.⁷

V. Interview of the Employee

On October 23, 2023, a recorded interview of the Employee was conducted by the Office concerning the Employee’s alleged misuse of the Dump Truck. During the interview, the Employee confirmed that they worked out of Highway Shop #3 and were assigned to the Dump Truck. The Employee also confirmed that the Dump Truck operated on County-supplied diesel fuel, and it got very low gas mileage.

The Employee did not recall being advised of any specific policies or procedures regarding the use of the Dump Truck when they were hired into the Bureau of Highways. The Employee’s understanding as to where they were permitted to drive the Dump Truck came from their interactions with other Bureau of Highways employees. When asked if they believed they could take the Dump Truck anywhere they wanted, the Employee responded “to an extent,” which included taking the Dump Truck outside of Baltimore County to their home in Carroll County. The Employee cited instances in which their crew chief allowed them to drive the Dump Truck home during the workday to bring medications or milk to their spouse who was home with their young child. There were other instances in which the Employee drove the Dump Truck to their residence during the workday to have lunch with their family or to simply spend time with their

⁵ This figure consisted of the 54 hours per Exhibit 3 less the total time excluded from the wasted labor calculation of two hours and 22 minutes as seen on Table 2.

⁶ This is a conservative estimate as the overwhelming majority of the misuse of the Dump Truck by the Employee took place while the higher pay rates of \$21.29 (08/20/22 – 12/23/22) and \$21.93 (12/24/22 – 07/31/23) were in effect.

⁷ This figure is the sum of \$938.72 (cost of the fuel consumption) and \$1,028.02 (wasted labor hours).

child. According to the Employee, they received permission from their crew chief each time they drove the Dump Truck home.

The Employee confirmed that they had been disciplined on two occasions for leaving their jurisdiction without permission. The first discipline was a verbal counseling given to the Employee on November 15, 2022. The Employee confirmed that they signed the discipline form, which is attached as **Exhibit 4**. After being disciplined, the Employee understood that they were to remain in their jurisdiction; however, over the next eight months, the Employee continued to go home to their residence during the workday using the Dump Truck. When asked why they continued this conduct after being disciplined for it, the Employee explained that each time they drove the Dump Truck home, they had gotten permission from their crew chief.

The second discipline was an oral reprimand, which was given to the Employee on July 20, 2023. Again, the Employee confirmed that they signed the discipline form, which is attached as **Exhibit 5**. After this second discipline, the Employee stopped going home during the workday. This is supported by the data in Exhibit 3, which shows the last time the Employee drove the Dump Truck home was on July 19, 2023.

Also, during the interview, the Employee admitted that on multiple occasions, they used the Dump Truck to haul debris from one of their residences in Carroll County to the Baltimore County landfill or to the dumpster located on the premises of Highway Shop #3. The Employee attempted to justify this conduct by stating that they also had work-related debris in the Dump Truck at the time.

By the conclusion of the interview, the Employee had apologized for their conduct, recognized it was wrong, and understood that it wasted County resources.

VI. Interview of the Employee's Crew Chief

On October 30, 2023, a recorded interview of the Employee's crew chief (hereafter "the Crew Chief") was conducted by the Office. During the interview, the Crew Chief said they were not aware of a vehicle usage policy that was specific to the Bureau of Highways. Further, while employees are given an employee manual when they start working for the County, the Crew Chief was not certain if the manual contained guidance on the use of County vehicles. Regardless, the Crew Chief verbally communicated to the Employee and the other crewmembers under their supervision that they were not permitted to leave the Highway Shop #3 territory or Baltimore County unless they had authorization.

When asked if they had ever given the Employee permission to drive the Dump Truck to their home in Carroll County during the workday, the Crew Chief explained that on four or five occasions over the course of about two years, they told the Employee they could go home but to "be quick." On each of those occasions, the Employee had a specific reason for needing to go home, such as to pick up a medication. According to the Crew Chief, any assertion by the Employee that they had been given permission by the Crew Chief to go home on almost 50 occasions between December 2021 and July 2023 is false. The Crew Chief explained that they were reluctant to allow the Employee to drive home in the Dump Truck on those few occasions,

and they did not like the fact that the Employee had put them in that position. The Crew Chief also denied giving the Employee permission to haul debris or any other items from their personal residence in the Dump Truck.

VII. Conclusion

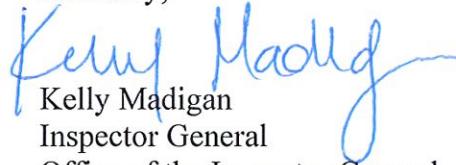
Based on the results of the investigation, the Office was able to substantiate that the Employee had misused the Dump Truck during the time period December 2021 to July 2023 in that the Employee drove the Dump Truck to their residence in Carroll County on 47 occasions as well as utilized the Dump Truck to haul personal debris from their residence to the Baltimore County landfill and to Highway Shop #3. The Employee's assertion that the Crew Chief had authorized each of their 47 trips home to Carroll County was refuted by the Crew Chief during their interview. While the Crew Chief admitted to reluctantly giving the Employee permission to drive the Dump Truck home to Carroll County during the workday on a few occasions for specific reasons, such as to retrieve medication, the Crew Chief denied that they gave the Employee permission on 47 occasions. Further, the Crew Chief did not authorize the Employee to drive the Dump Truck home so the Employee could have lunch with their family or spend time with their child.

The waste of County resources associated with the Employee's misconduct consisted of \$938.72 in unnecessary diesel fuel costs and a loss of \$1,028.02 in labor. The total cost to the County stemming from the misconduct was \$1,966.74. As noted in the report, this calculation is a conservative estimate of the total cost to the County. What is particularly concerning about the misconduct and the associated waste is that the majority of the misconduct took place after the Employee had been disciplined for misusing the Dump Truck on November 15, 2022. As can be seen on the verbal counseling form dated November 15, 2022 (see Exhibit 4), which both the Employee and the Crew Chief signed, the Employee acknowledged that they were to "stay within the jurisdiction" because they had been "[l]eaving the jurisdiction without permission or informing [the] crew chief."

In light of our findings, the Office recommends that the Bureau of Highways implement a vehicle usage policy that employees must sign prior to being issued a County vehicle. The Bureau of Highways should also consider having its employees reacknowledge the policy every year as part of their performance appraisal. Further, the Office recommends that all crew chiefs in the Bureau of Highways be given access to NexTraq so they can monitor their crewmembers as needed.

This matter is being referred to you for an official response. Please respond in writing by December 27, 2023. In the response, please indicate what actions have been taken or what actions you intend to take regarding this matter. If those actions include personnel matters, please include that information as well. Should you have any questions or require additional information, please do not hesitate to contact me.

Sincerely,



Kelly Madigan
Inspector General
Office of the Inspector General

cc: John A. Olszewski, Jr., County Executive
Dori Henry, Chief of Staff
James R. Benjamin, Jr., County Attorney
D'Andrea Walker, Director, Department of Public Works and Transportation

Section 1: Code of Conduct and Policies

Section 1.15: Vehicle Management Policy

Section 1.15.1: Overview

The County has installed Global Positioning System (GPS) tracking equipment in all County-owned vehicles. The purpose of the equipment is to improve overall efficiency and reduce vehicle operating costs by ensuring that County vehicles are operated within established guidelines.

Section 1.15.2: Purpose

This policy is adopted and designed to establish standards concerning the operation of County vehicles and the use of GPS to ensure that County employees are working in a safe and secure environment.

Section 1.15.3: Scope

This policy applies to all County employees operating a County vehicle at any time and for any purpose. This policy does not apply to police vehicles and fire equipment (but does apply to Fire Marshal vehicles).

Section 1.15.4: Policy

All County vehicles will be monitored for compliance with these standards. Department Heads or their designees are responsible for monitoring the GPS data. All work requests for a given individual must match the vehicle tracking information for a given day.

The following are parameters that will be monitored for compliance. Exceeding the established threshold set for these standards will be considered violation of this policy and may subject the violator to disciplinary action at management discretion. Additional parameters may be set as deemed necessary.

Section 1.15.4.1: Tracked Parameters

Tracked parameters include:

- Exit Zone – Exiting the borders of Baltimore County without prior approval.
- Excessive Stops – A vehicle being stopped at one location for an extended period of time based on agency assignment—over 90 minutes during work hours.
- Posted Speed – Exceeding the posted speed limit by more than 12 mph.
- Excessive Speed – Exceeding the highest posted speed limit in the County by more than 12 mph—over 77 mph.
- Excessive Idle – Allowing the vehicle's engine to idle for more than 15 minutes at a given stop.
- Unauthorized Use of Vehicle

Section 1.15.4.2

Removing, altering or disabling GPS equipment installed in the County vehicles is strictly prohibited, unless required by the agency for security purposes.

Section 1.15.4.3: Revision History

View the [Vehicle Management System Corrective Action Form](#) (PDF).

Bureau of Highways

New Employee Check List

Please review the following policies with all new employees:

(please use current policies from on line version)-

- Reporting to work
- Sick Leave
- Vacation and Personal Leave
- Emergency Call Outs
- Probation Period
- Drivers License
 - Valid Driver's License
 - Commercial Drivers License Policy
- Uniforms
- Tech Program
- Drug and Alcohol Testing
- Workplace Violence
- Lunch
- Vehicle Management System Policy
 - Must sign form for this policy.
- Contact Information
- Pre/Post Trip Books
 - How to complete these pages
- Adding a New Employee to the Overtime List (How To)
- PPE Requirments/Equipment
- MSDS
- Right To Know
- Employee Safety Responsibilities (See Safety Manual)
- Accident Reporting (Non CDL & CDL)
- CDL Policy (Count)
- NIMS Requirements
- Highways Mission Plan
- Snow Requirements

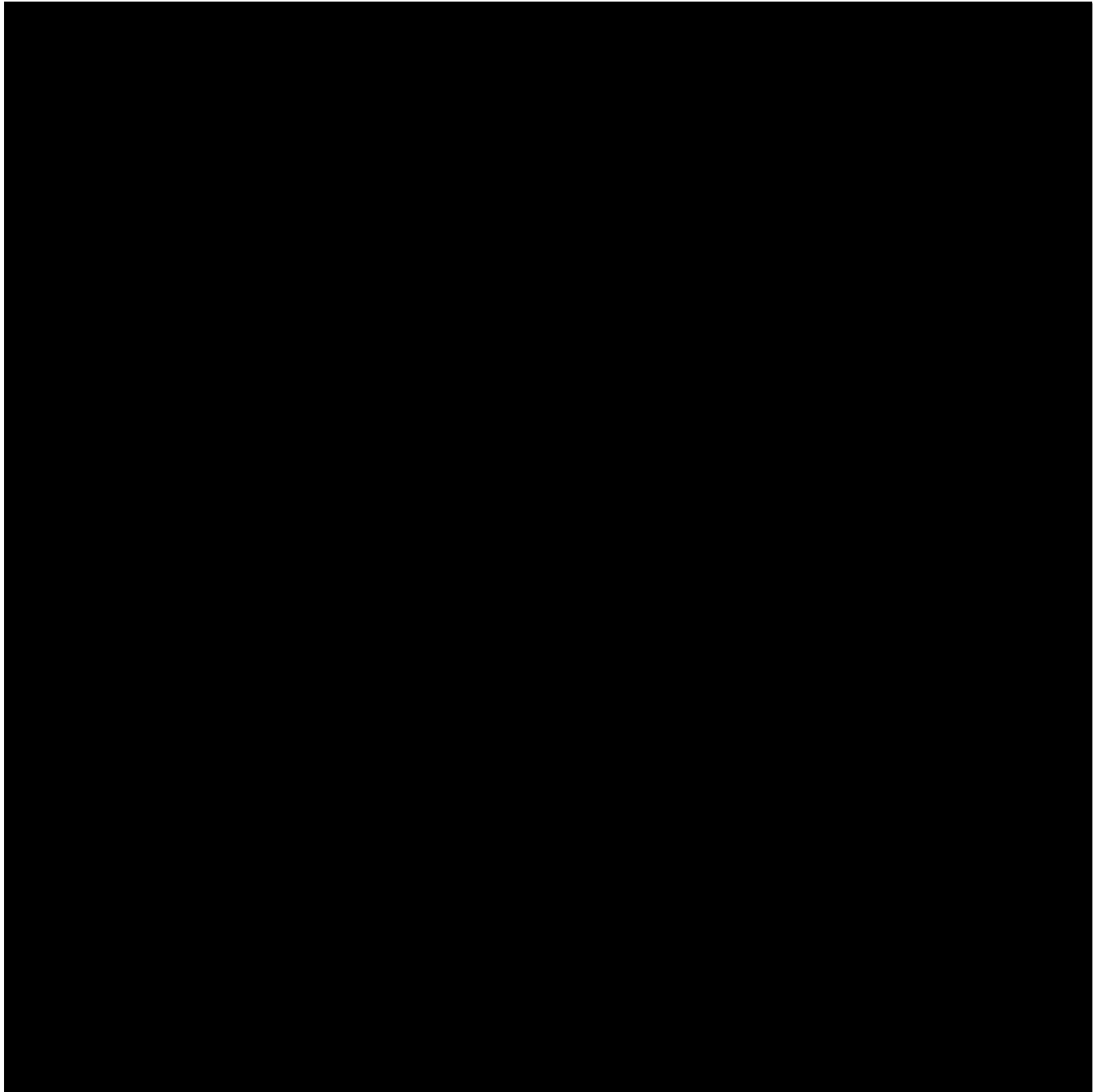
Analysis of the Employee's NexTraq Data

#	Date	Location of the Dump Truck per NexTraq	Approximate Amount of Time Stopped at the Location(s)	Approx. No. of Miles Roundtrip Between Hwy Shop #3 and the Home Address	No. of Gallons of Diesel Fuel Used Based on a Gas Mileage of 6 mpg	Applicable Diesel Fuel Rates per Gallon	Estimated Cost to the County
1	12/06/21	Home Address #1	5 minutes	35.0 miles	5.83 gallons	\$3.3672	\$19.63
2	12/28/21	Home Address #1	22 minutes	35.0 miles	5.83 gallons	\$3.3672	\$19.63
3	01/23/22	Home Address #1	32 minutes	35.0 miles	5.83 gallons	\$3.3672	\$19.63
4	02/04/22	Home Address #1	21 minutes	35.0 miles	5.83 gallons	\$3.3672	\$19.63
5	02/17/22	Home Address #1	8 minutes	35.0 miles	5.83 gallons	\$3.3672	\$19.63
6	04/05/22	Home Address #1	11 minutes	35.0 miles	5.83 gallons	\$3.3500	\$19.53
7	05/11/22	Home Address #1	16 minutes	35.0 miles	5.83 gallons	\$3.3500	\$19.53
8	06/29/22	Home Address #1	18 minutes	35.0 miles	5.83 gallons	\$3.3500	\$19.53
9	10/24/22	Home Address #1	22 minutes	35.0 miles	5.83 gallons	\$4.3183	\$25.18
10	11/09/22	Home Address #1	5 minutes	35.0 miles	5.83 gallons	\$4.3183	\$25.18
11	11/14/22	Home Address #1	55 minutes	35.0 miles	5.83 gallons	\$4.3183	\$25.18
12	01/09/23	Home Address #1	16 minutes	35.0 miles	5.83 gallons	\$4.3330	\$25.26
13	01/10/23	Home Address #1	25 minutes	35.0 miles	5.83 gallons	\$4.3330	\$25.26
14	01/12/23	Home Address #1	41 minutes	35.0 miles	5.83 gallons	\$4.3330	\$25.26
15	01/17/23	Home Address #1	1 hour & 28 minutes	35.0 miles	5.83 gallons	\$4.3330	\$25.26
16	01/23/23	Home Address #2	1 hour & 48 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
17	02/07/23	Home Address #1 Home Address #2	27 minutes between both locations	39.7 miles	6.62 gallons	\$4.3330	\$28.68
18	02/08/23	Home Address #2	1 hour & 9 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
19	02/13/23	Home Address #2	1 hour & 47 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
20	02/14/23	Home Address #2	26 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
21	02/15/23	Home Address #2	1 hour & 43 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
22	02/16/23	Home Address #2	1 hour & 58 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
23	02/27/23	Home Address #2	1 hour & 4 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
24	02/28/23	Home Address #2	3 hours & 24 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
25	03/13/23	Home Address #2	1 hour 37 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
26	03/15/23	Home Address #2	59 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
27	03/28/23	Home Address #2	1 hour 28 minutes	26.8 miles	4.47 gallons	\$4.3330	\$19.37
28	04/03/23	Home Address #2	17 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
29	04/04/23	Home Address #2	1 hour 17 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
30	04/06/23	Home Address #2	12 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
31	04/13/23	Home Address #2	37 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
32	04/17/23	Home Address #2	32 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
33	05/03/23	Home Address #2	39 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
34	05/15/23	Home Address #2	40 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
35	05/16/23	Home Address #2	2 hours 35 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
36	05/17/23	Home Address #2	56 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
37	05/18/23	Home Address #2	1 hours 28 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
38	05/22/23	Home Address #2	2 hours 10 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
39	05/24/23	Home Address #2	1 hour 5 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
40	06/15/23	Home Address #2	2 hours 54 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
41	06/26/23	Home Address #2	2 hours 19 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
42	06/29/23	Home Address #2	3 hours 41 minutes	26.8 miles	4.47 gallons	\$4.3183	\$19.30
43	07/06/23	Home Address #2	1 hour 28 minutes	26.8 miles	4.47 gallons	\$3.3180	\$14.83
44	07/11/23	Home Address #2	47 minutes	26.8 miles	4.47 gallons	\$3.3180	\$14.83
45	07/13/23	Home Address #2	34 minutes	26.8 miles	4.47 gallons	\$3.3180	\$14.83
46	07/18/23	Home Address #2	1 hour 45 minutes	26.8 miles	4.47 gallons	\$3.3180	\$14.83
47	07/19/23	Home Address #2	3 hours 49 minutes	26.8 miles	4.47 gallons	\$3.3180	\$14.83
Totals			54 hours	1395.5 miles			\$938.72



BALTIMORE COUNTY OFFICE OF HUMAN RESOURCES
SUPERVISOR'S NOTES OF VERBAL COUNSELING

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Original: Department/Agency-Supervisory Folder

Copy: Employee

REV: 11/17/20 OHR ELR

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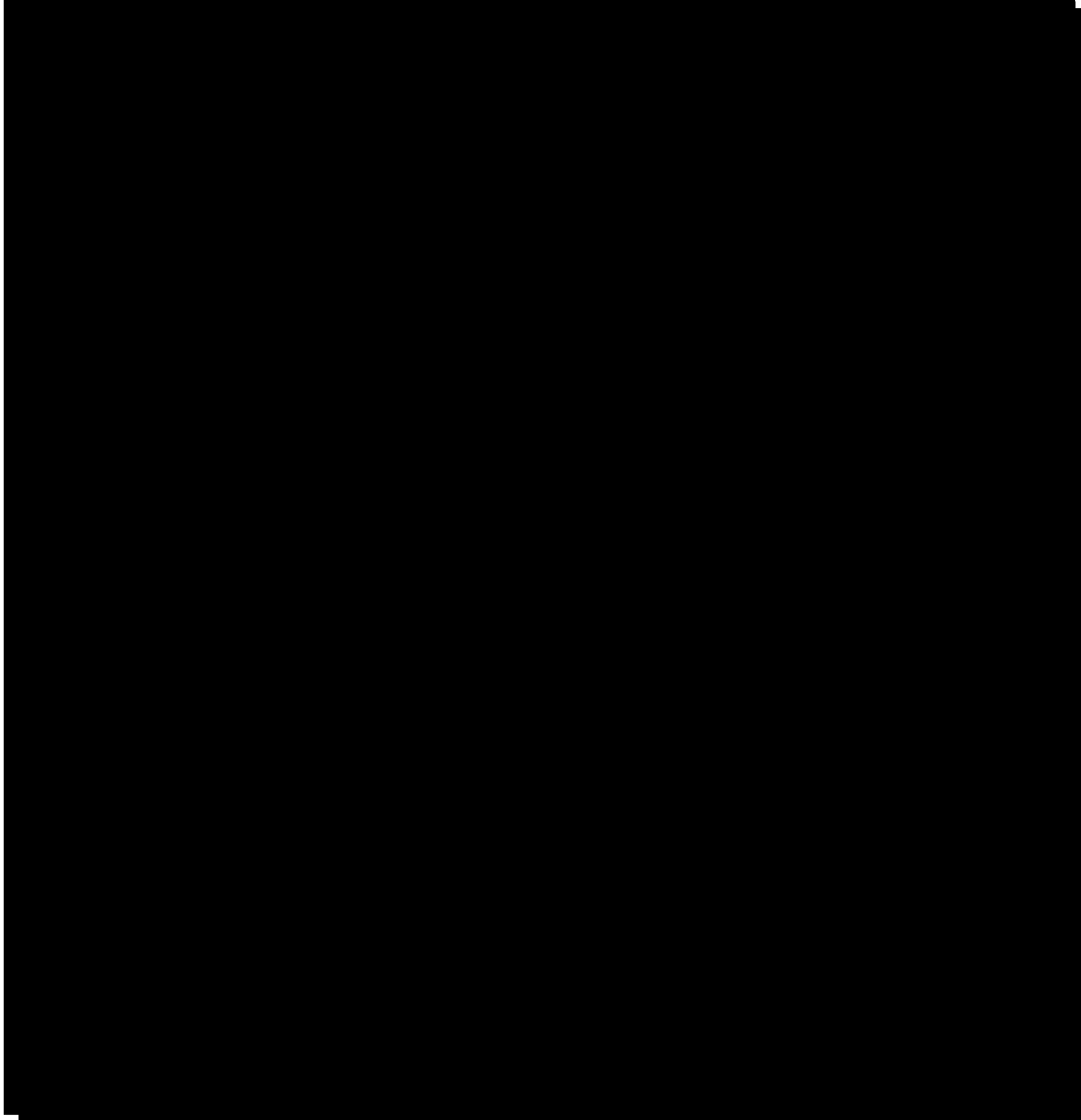
Exhibit 4



BALTIMORE COUNTY OFFICE OF HUMAN RESOURCES

DOCUMENTATION OF ORAL REPRIMAND

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Original: Department/Agency-Supervisory Folder

Copy: Employee

Electronic Copy: OHR HR Records

REV: 11/17/20 OHR ELR

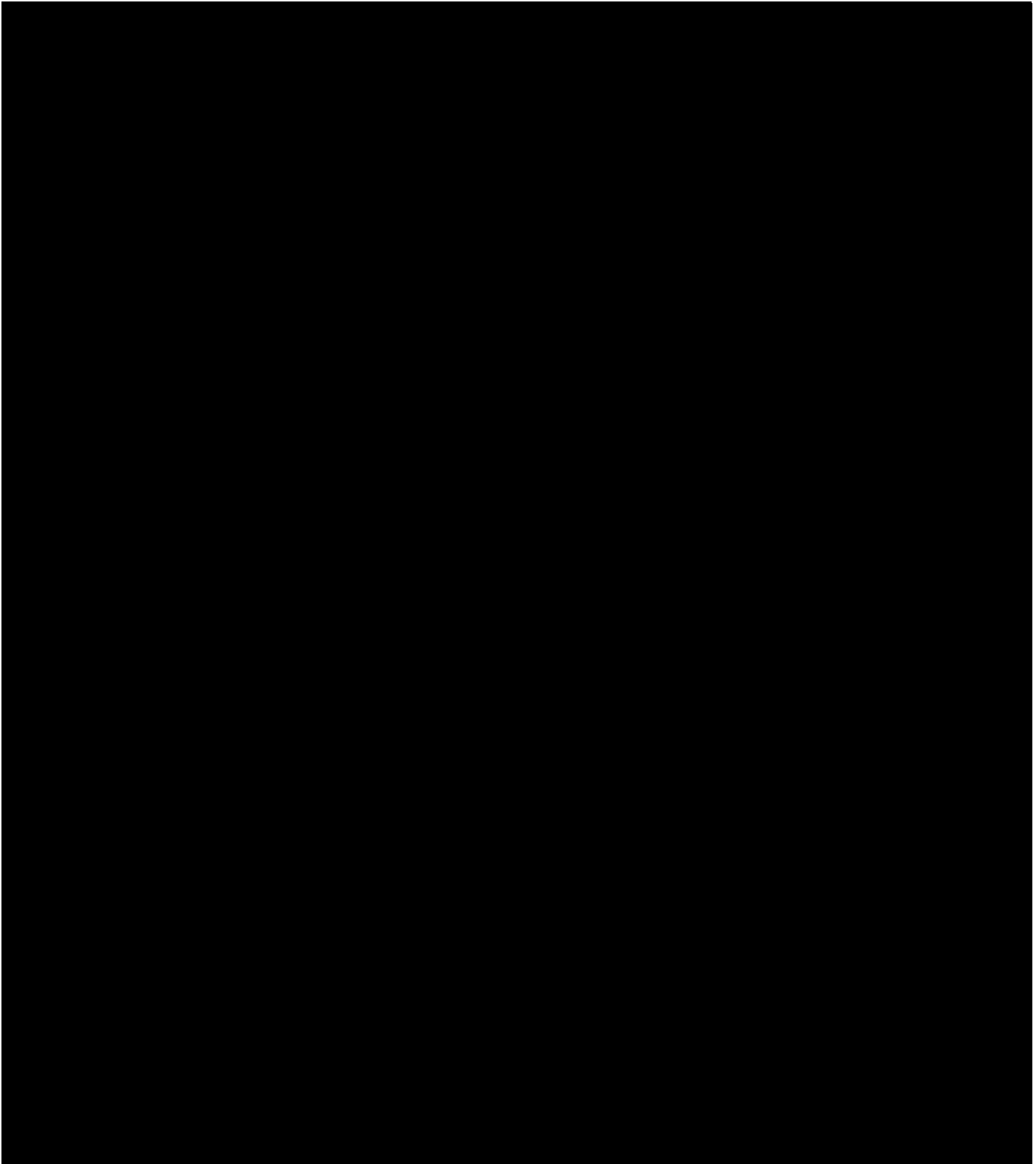
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Exhibit 5

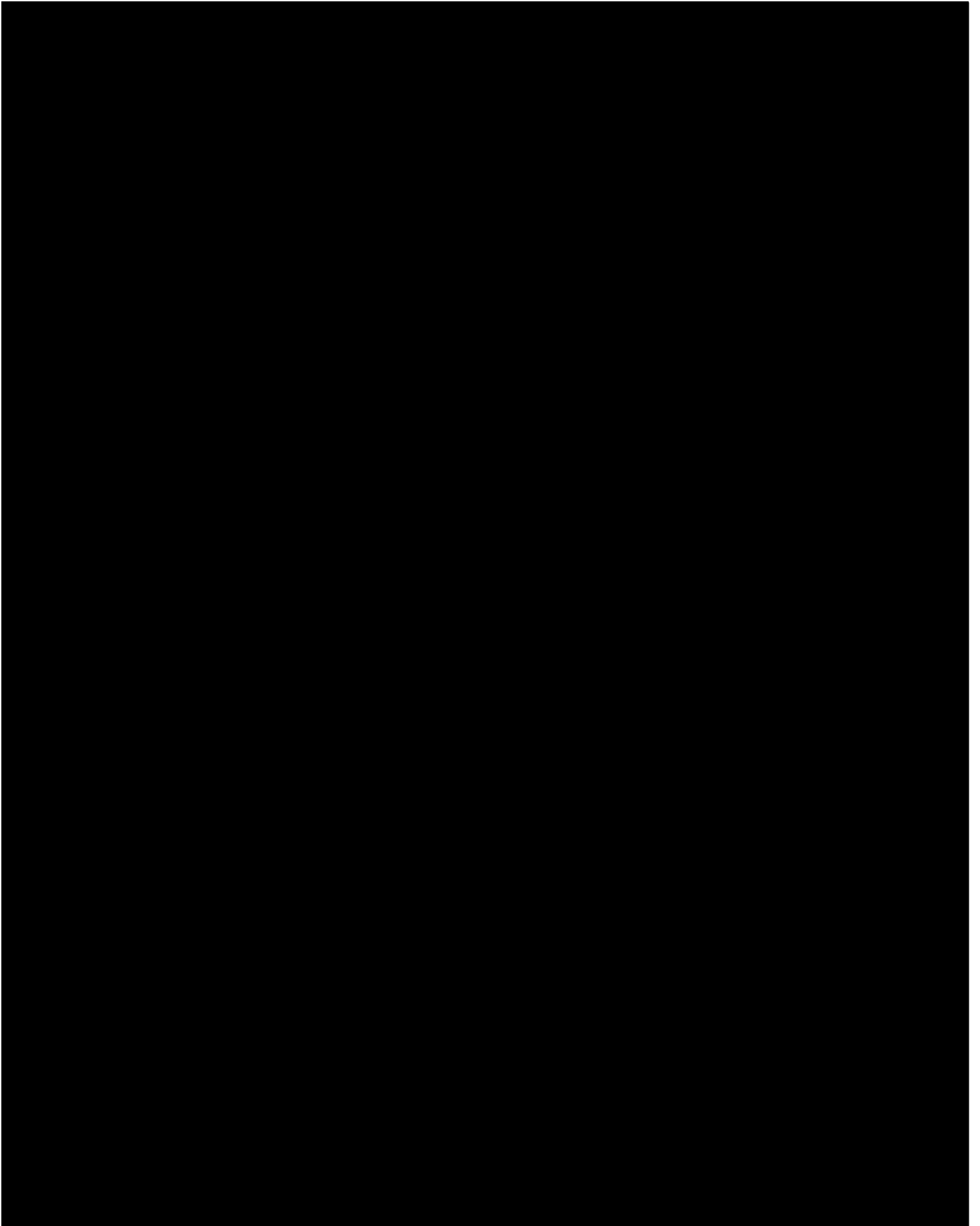


BALTIMORE COUNTY OFFICE OF HUMAN RESOURCES

DOCUMENTATION OF ORAL REPRIMAND



Original: Department/Agency-Supervisory Folder Copy: Employee Electronic Copy: OHR HR Records





JOHN A. OLSZEWSKI, JR.
County Executive

STACY L. RODGERS
County Administrative Officer

December 27, 2023

Ms. Kelly Madigan
Inspector General
Office of the Inspector General
Baltimore County Government
400 Washington Avenue
Towson, Maryland 21204

RE: IG Investigative Report 24-002

Dear Ms. Madigan:

Thank you for Investigative Report, Case No. 24-002 regarding an allegation of a Department of Public Works and Transportation (DPWT) Bureau of Highways employee's inappropriate use of their assigned County vehicle (dump truck), driving the vehicle beyond assigned work duties. The Administration has reviewed the report and your recommendations. The responses are reflected below.

The Office of Human Resources in cooperation with the DPWT have addressed the matter with the employee and will take the personnel action deemed appropriate to address the employee's inappropriate use of the assigned vehicle.

Recommendation: *The Office recommends that the Bureau of Highways implement a vehicle usage policy that employees must sign prior to being issued a County vehicle.*

Response: The Office of Human Resources will update Section 1 of the Employee Code of Conduct and Policies to include vehicle usage rules. Standard Operating Procedures will be covered with employees as part of New Employee Orientation. In addition, DPWT will have employees sign the updated policy during the annual performance reviews.

Recommendation: *The Bureau of Highways should also consider having its employees reacknowledge the policy every year as part of their performance appraisal.*

Response: DPWT will remind the Supervisors to have employees sign the policies during the annual performance review process.

Recommendation: *The Office recommends that all crew chiefs in the Bureau of Highways be given access to NexTraq so they can monitor their crewmembers as needed.*

Response: DPWT has begun this process within DPWT and will provide all crew chiefs their sign-in credentials for NexTraq by March 1, 2024.

Ms. Kelly Madigan
IG Investigative Report 24-002
December 27, 2023

If you have questions or need further clarification, please feel free to contact Director D'Andrea Walker.

Sincerely,



Stacy L. Rodgers, MPA
County Administrative Officer

cc: John A. Olszewski, Jr., County Executive
Dori Henry, Chief of Staff
Sameer Sidh, Deputy County Administrative Officer for Economic Development & Infrastructure
James R. Benjamin, County Attorney
Renee Coleman, Acting Director, Office of Human Resources
D'Andrea Walker, Director, Department of Public Works and Transportation