



THE CITY OF SAN DIEGO

**M E M O R A N D U M**

DATE: Month, Day, Year  
TO: City Auditor  
FROM: Deputy Chief Operating Officer, Infrastructure/Public Works Management  
SUBJECT: Response to City Audit of Street Repaving Projects

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The purpose of this memorandum is to provide Management's response to the Audit Report entitled "Quality Management for Street Repaving Projects". The Audit's primary objectives were to:

- Determine if Public Works employs qualified Resident Engineers to oversee CIP street repaving projects
- Determine whether Public Works CIP street repaving projects meet construction quality management expectations.

The Audit Report provided recommendations to strengthen the quality management of repaving projects. Below are the Departments' responses to the Audit Recommendations.

**Recommendation #1:** The Public Works Department and the Transportation and Storm Water Department should collaborate to strengthen their quality management process for all Capital Improvement Program repaving contracts. The process should include a quality control plan for contractors to record pertinent information for Resident Engineer verification and to ensure workmanship meets contract specifications. At a minimum, the key information that is recorded should include:

- Asphalt Mix specification (continued testing);
- Base preparation (dig-out) work performed;
- Condition of surface preparation;
- Tack coat application;
- Asphalt temperature at placement;
- Asphalt depth; and Compaction tests (continued testing and documentation). (Priority 2)

**Management Response:** Management agrees with this recommendation. The Public Works Department, Construction Management and Field Services Division will revise the existing Standard Operating Procedures (SOP). The SOP will also include the Quality Assurance procedures the City Testing Lab currently performs. Additionally, paving contracts will include a consolidated quality control submittal requirement from the contractor that will highlight steps to be undertaken to ensure their practices meet the minimum requirements of the terms and conditions of the contract.

Specific requirements of City Staff and Contractor remain unchanged other than improved documentation. It is important to point out that improved documentation of both SOP and contract documents will not necessarily improve the results of the paving. Most failures of the roads identified in this audit are results of poor subgrade, not the result of the quality of the installed asphalt. **Target Implementation Date: January 2018.**

**Recommendation #2:** Transportation and Storm Water should analyze the identified streets repaved between Fiscal Year 2011 and 2015 that have an Overall Condition Index rating of fair or poor condition to determine the likely causes of premature pavement deterioration, such as subgrade stability, material quality, workmanship, and construction impact. Based on the review, Transportation and Storm Water staff should determine if a process should be established for ongoing analysis of Overall Condition Index, quality assurance information, and repaving history to identify what streets are underperforming and why. (Priority 3)

**Management Response:** Management agrees with this recommendation. Transportation and Storm Water currently maintains Overall Condition Index (OCI) information and repair history in an existing database (Cartegraph). This data will be used to identify those streets repaved between Fiscal Year 2011 and 2015 that have an OCI rating of fair or poor condition. Based on this analysis, Transportation & Storm Water will determine if a process should be established for ongoing analysis of Overall Condition Index, quality assurance information, and repaving history to identify what streets are underperforming and why. **Target Implementation Date: July 2018**

Deputy Chief Operating Officer, Infrastructure/Public Works

cc: Chief Operating Officer  
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