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September 22, 2025

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Re: OIG Investigative Report – Case No. 25-012

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, waste, and abuse, while also striving to find ways to promote efficiency, accountability, and integrity.

Between April 2024 and February 2025, the Office received complaints concerning the operation of the Neighborhood Traffic Management Program (“the Program”). The Program is administered by the Traffic Calming Unit (“the Unit”), which is part of the Traffic Engineering and Transportation Planning Division (“the Division”) within the Department of Public Works and Transportation (DPWT). Among the complaints were the following:

- County funds were wasted when a raised crosswalk that was to be installed in front of an elementary school was installed elsewhere – the Compass Road raised crosswalk.
- County funds were wasted when a raised crosswalk was installed on a Maryland state-owned road, which required it to be removed – the Kenwood Avenue raised crosswalk.
- County funds were wasted when a raised intersection was unnecessarily installed in Bowleys Quarters at the intersection of Susquehanna Avenue and Chester Road.
- Speed humps were installed on roads that did not qualify for traffic calming measures under the Program, and there were concerns about the motives behind some of those installations.
- Various traffic calming devices were installed that were not in compliance with the standards set forth under the Americans with Disabilities Act (ADA).
- There was a lack of oversight of the Unit, and specifically, of the Engineering Program Manager (“the Program Manager”) who headed the Unit.

In response to the complaints, the Office initiated an investigation that consisted of interviews; site visits to traffic calming project locations; and a review of applicable laws and regulations, policies and procedures, and traffic calming project records. Such records included applications, studies, plans, work orders, invoices, inspection reports, email communications, and other related documentation.

The investigation confirmed the raised crosswalk on Compass Road had been initially installed at the wrong location. The first location was not near the elementary school, but rather, further down the road and close to an existing speed hump. The error was uncovered after the school inquired about the status of the crosswalk. Subsequently, the Program Manager informed the traffic calming contractor of the mistake, and the contractor installed a second raised crosswalk at the correct location near the elementary school. The investigation found both raised crosswalks, the incorrect one and the correct one, were not ADA compliant, nor were they constructed in accordance with the County's standards. The waste associated with this error was \$20,606.25.

The investigation also confirmed a raised crosswalk was installed on a portion of Kenwood Avenue in Rosedale that is state-owned, which was not authorized. The investigation confirmed the County paid for both the installation and removal of this raised crosswalk. This error resulted in waste totaling \$27,389.75.

Additionally, the investigation found the Program Manager did not consistently follow the Program's established rules when determining what streets qualified for traffic calming measures. The Office found some of the traffic calming projects did not meet the minimum qualifications to receive traffic calming under the Program, but the projects were still approved by the Program Manager. The installation of these devices resulted in waste totaling \$77,517.89. When combining this amount with the Compass Road and Kenwood Avenue errors, the total County funds wasted was \$125,513.89.

The investigation also revealed that one of the projects that should not have qualified for traffic calming measures involved a street where the Program Manager and their family had property interests. At a minimum, this resulted in the appearance of a conflict of interest if not an actual conflict of interest. The Office also has concerns that the Program Manager had speed humps installed in front of properties without getting written consent from the adjacent property owners, which was required under the Program.

Further, the investigation found there was no formalized business process used by the Program Manager for the projects completed using funds allocated for the Raised Crosswalks School Safety Improvements initiative ("the School Safety Initiative"). Additionally, a number of the projects completed pursuant to the School Safety Initiative were not ADA compliant. This is concerning to the Office because it unnecessarily exposes the County to liability issues and potential fines.

Based on the interviews conducted, the Office was also able to substantiate the allegation that there was a lack of awareness among supervisors in the Program Manager's chain of command regarding the Program Manager's decisions on traffic calming matters. The Office was told there was "less supervision" of the Program Manager's work because the Program Manager had been a

long-time County employee whose duties were very specialized. Regardless, this lack of active supervision of the Program Manager resulted in many of the errors and other issues highlighted in this report going unnoticed.

Finally, the Office has concerns about the production of records during the course of the investigation. The initial records provided were incomplete and did not include certain projects that were within the requested time period. The Office does not know whether the failure to provide these project files was intentional or a mere oversight. Regardless, it was concerning since the request for these records was made to the Division, which had direct responsibility for maintaining such records. This example highlights why direct access is a best practice within the oversight community. The Office needs direct access, when feasible, to any and all County systems and records so that the Office is not relying solely on the agency for document production.

I. Applicable Laws and Standards

A. Federal Laws

1. 36 Code of Federal Regulations Part 1190 - Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way¹

Accessibility Guidelines

The accessibility guidelines for pedestrian facilities in the public right-of-way are set forth in the appendix to this part. When the guidelines are adopted, with or without additions and modifications, as accessibility standards in regulations issued by other Federal agencies implementing the Americans with Disabilities Act, Section 504 of the Rehabilitation Act, and the Architectural Barriers Act, compliance with the accessibility standards is mandatory.

Appendix

R101 Purpose and Application

R101.1 *Purpose*. These guidelines contain scoping and technical requirements to ensure that *pedestrian facilities* located in the *public right-of-way* (including a *public right-of-way* that forms the boundary of a site or that lies within a site bounded by a property line), are readily *accessible* to and usable by *pedestrians* with disabilities.

R101.4 *Effect on Existing Pedestrian Facilities*. These guidelines do not address existing *pedestrian facilities* **unless the pedestrian facilities are altered** [emphasis added] at the discretion of a covered entity. The Department of Justice has authority over existing facilities that are subject to the requirement for program access under title II of the ADA. Any determination that this document applies to existing

¹ <https://www.ecfr.gov/current/title-36/chapter-XI/part-1190>.

facilities subject to the program access requirement is solely within the discretion of the Department of Justice and is effective only to the extent required by regulations issued by the Department of Justice.

R104 Definitions

R104.3 *Defined Terms*. For the purpose of these guidelines, the following terms have the indicated meaning:

Accessible. A *pedestrian facility* or *element* in the *public right-of-way* that complies with these guidelines.

Crosswalk. That part of a *roadway* that is located at an intersection included within the connections of the lateral lines of the *pedestrian circulation paths* on opposite sides of the *highway* measured from the *curbs*, or in the absence of *curbs*, from the edges of the traversable *roadway*, and in the absence of a *pedestrian circulation path* on one side of the *roadway*, the part of a *roadway* included within the extension of the lateral lines of the *pedestrian circulation path* at right angles to the center line; or at any portion of a *roadway* at an intersection or elsewhere distinctly indicated as a *pedestrian crossing* by pavement marking lines on the surface. *Crosswalks* at intersections may be marked or unmarked.

Pedestrian Access Route. An *accessible*, continuous, and unobstructed path of travel for use by *pedestrians* with disabilities within a *pedestrian circulation path*.

Chapter 2: Scoping Requirements

R201 General

R201.1 *Scope*. All newly constructed *pedestrian facilities* and ***altered portions of existing pedestrian facilities for pedestrian circulation and use located in the public right-of-way shall comply with these guidelines.*** [Emphasis added.]

R202 Alterations

R202.1 *General*. *Alterations to pedestrian facilities* shall comply with R202.

R202.2 *Connection to Pedestrian Circulation Path*. Where *pedestrian facilities* are *altered*, they shall be connected by a *pedestrian access route* complying with R302 to an existing *pedestrian circulation path*. A *transitional segment* may be used in the connection.

R203 Pedestrian Access Routes

R203.6.1.1 *Crosswalks at an Intersection*. At an intersection corner, one *curb ramp* or *blended transition* **shall** [emphasis added] be provided for each *crosswalk*, or a single *blended transition* that spans all *crosswalks* at the intersection corner may be provided.

R203.6.1.2 *Mid-Block and Roundabout Crosswalks*. At a mid-block or *roundabout crosswalk*, *curb ramps* or *blended transitions* **shall** [emphasis added] be provided on both ends of the *crosswalk*.

R203.6.2 *Alterations to Crosswalks*. **When alterations are made to crosswalks, curb ramps or blended transitions shall be provided on both ends of the crosswalk where the pedestrian access route crosses a curb.** [Emphasis added.]

2. 2010 ADA standards for Accessible Design – 28 C.F.R. Part 35²

Curb Ramps

(2) Newly constructed or altered street level pedestrian walkways **must** [emphasis added] contain curb ramps or other sloped areas at intersections to streets, roads, or highways.

B. County Standards

All sidewalks that intersect with traffic ways, curbed driveways and crosswalks **shall** [emphasis added] have pedestrian ramps for accessibility in accordance with ADA regulations.³

II. The Program

The Unit is responsible for implementing and overseeing the Program. A copy of the Program's manual is attached as **Exhibit 1**.⁴ The Program provides a process for identifying, evaluating, and addressing undesirable traffic conditions relating to speed, volume, and cut-through traffic in residential neighborhoods.⁵ The overall goals of the Program, which were taken directly from the Program's manual, are as follows:

² <https://www.ada.gov/law-and-regs/design-standards/2010-stds/#top>.

³ See Baltimore County Department of Public Works Design Manual and ADA Transition Plan.

⁴ The Office was told this document is being reviewed and updated. As of the date of this report, this is still the version on the website.

⁵ See Exhibit 1, page 3.

- (1) *Improve neighborhood livability by reducing the speeds and impact of vehicular traffic on residential streets, while providing for the safe, efficient and economical movement of persons and goods through the County.*
- (2) *Promote safe and pleasant conditions for residents, pedestrians, bicyclists and motorists on neighborhood streets, while preserving access for emergency vehicles, buses and other users.*
- (3) *Encourage and promote citizen involvement in all phases of the Neighborhood Traffic Management Program.*
- (4) *Make efficient use of County resources by ranking requested streets according to their Neighborhood Traffic Management Program point assignment scores and other factors.*
- (5) *Make periodic evaluations of the policy to ensure the stated goals are being met.*⁶

The Unit reviews requests that fall under the Program, and where appropriate, coordinates the installation of various traffic calming measures. The application process for the Program, which was also taken directly from the Program's manual, is as follows:

- (1) *The Community requests the Department of Public Works in writing to consider a street in their community for a Neighborhood Traffic Management Program. The request shall include the community representative's address, daytime phone number and street to be studied. Additionally, a brief description of the community's concerns should also be included and the location on the street where speeds seem to be the highest. This action initiates Phase I of the evaluation.*
- (2) *To complete Phase I of the evaluation and proceed to Phase II, a street must meet four basic requirements. The requirements are as follows:*
 - *The road segment to be studied must be at least 1000' long.*
 - ***Dead end streets ... will not be considered.** [Emphasis added.]*
**Consideration will be given to roadways with non-local traffic generators*
 - *The street must be within the urban rural demarcation boundary.***
***Consideration will be given to residential neighborhoods outside of the URDL that have an average lot size of 2 acres or less.*
- (3) *After the Department of Public Works has verified the basic requirements of Phase I of the evaluation have been met, the Department of Public Works will schedule Phase II of the evaluation, which consists of measuring traffic volume and average speed for the requested street.*

⁶ See Exhibit 1, page 3.

- (4) Once the speed and volume counts are obtained, they will be analyzed by the Department of Public Works. Points will be assigned for the highest one-hour traffic volume and the average speed of all vehicles over a 48hr period. **Streets failing to meet the minimum requirements of Phase II will only be eligible for Passive Traffic Control Measures.** [Emphasis added.] Roadways with a one-hour traffic volume above 350 vehicles will not be eligible for speed humps. Additional points will be added for phase III for lack of sidewalks or in a school zone.
- (5) The Department of Public Works will develop a custom construction plan for the community's approval. The plan and a map showing which homes need to be petitioned will be sent to the community representative. **The petition requires an overall approval rate of 75%. Included in the 75%, ALL of the home owners immediately adjacent to a proposed calming device being (sic) must sign on the plans in favor of the installation. If the approved roadway is fronted by apartments the petition can be waived.** In the event of vacant homes in the petition area, these homes will not be included in the petition percentage required. Renters can sign the petition as long as the traffic calming device is not in front of the property.
- (6) If the required approvals are obtained, the Department of Public Works will proceed with final design and schedule the project for construction using the ultimate point value and available funding.

DPWT reserves the right to re-evaluate a requested roadway that has previously qualified for traffic calming but the petition has not been executed within a 3-year period.⁷

Additionally, as stated in the Program manual, the business process for removal of an installed traffic calming device is below:

*Once calming devices have been installed, they will be considered permanent. After the device has been installed for one year, the Community may request the County to remove the device. **The request must be accompanied by a petition signed by 75% of the community requesting the removal.*** [Emphasis added.]

III. Duties and Responsibilities of the Unit

The Unit consists of two employees – the Program Manager and an Engineering Associate (“the Associate”). The Unit is primarily responsible for receiving, reviewing, and considering traffic calming requests that are received under the Program. These requests consist of speed humps, raised crosswalks, traffic circles, islands, and other traffic calming devices. The Office’s investigation revealed the Program Manager was responsible for all phases of the Program. The Program Manager was also responsible for administering the School Safety Initiative. The

⁷ See Exhibit 1, pages 5-6.

Associate was only responsible for Phase I, and data collection related to Phase II, under the Program. The Office was told the Unit handles approximately 40 traffic calming projects each year.

IV. Waste Related to Traffic Calming Installation Errors

Compass Road Raised Crosswalk

On October 15, 2024, an employee from Victory Villa Elementary School (“the School”) emailed the Program Manager inquiring about speed humps for Compass Road. The Program Manager replied to the employee indicating there was a plan to improve the existing crosswalk in front of the School. On or about November 8, 2024, a raised crosswalk was installed by the County’s traffic calming contractor at the intersection of Compass Road and Cord Street, which is not in the immediate vicinity of the School; but rather, 0.8 miles away. Consistent with past practices, the project was inspected by a County inspector.⁸ The cost associated with this raised crosswalk was \$20,606.25. This raised crosswalk will be referred to as “Compass 1.” A copy of the invoice and a photograph of Compass 1 are attached as **Exhibit 2** and **Exhibit 3** respectively.

On January 30, 2025, the employee from the School sent a follow up email to the Program Manager inquiring about the status of the raised crosswalk. The Program Manager then asked a County inspector, who was assigned to a different unit, to visit the School and obtain photographs of the newly installed raised crosswalk. That inspector emailed the Program Manager photographs of the crosswalk in front of the School, which showed it was “not raised.” At this time, the Program Manager learned the raised crosswalk had been installed in the wrong location. Subsequently, the Program Manager informed the School employee about what had happened.

On or about February 28, 2025, a raised crosswalk was installed at the intersection of Compass Road and Radial Court, which is in front of the School. This raised crosswalk will be referred to as “Compass 2.” A copy of the invoice and a photograph of Compass 2 are attached as **Exhibit 4** and **Exhibit 5** respectively. The Office believes the year on the invoice was inadvertently listed as 2024 instead of 2025.

The Office tried to determine how this mistake occurred, considering the work had been inspected by a County employee. As part of that effort, the Office requested a list of all projects handled by the Unit within the last three years. Neither Compass 1 nor Compass 2 was included in the documents received by the Office. This was despite the fact that these projects occurred within the relevant time frame, and they had been included on other internal documents that had been located by the Office. Further, while the Office found a traffic calming plan for the Compass Road project, the Office found no evidence that the plan was sent to either the contractor or the County inspector prior to the November 2024 installation. Also, of significance, was the Program Manager’s immediate supervisor had no knowledge of the Compass Road error.

⁸ The Office was told that prior to July 2023, traffic calming projects were not being inspected.

Kenwood Avenue Raised Crosswalk⁹

It was alleged the Program Manager approved the installation of a raised crosswalk on a road partially-owned by the State of Maryland in Rosedale. The investigation determined on or about October 11, 2021, a raised crosswalk was installed by the County's traffic calming contractor on the state-owned portion of Kenwood Avenue in front of Overlea High School. A Google map image of the relevant section of Kenwood Avenue is attached as **Exhibit 6**.¹⁰ A copy of the traffic calming plan for the raised crosswalk dated September 9, 2021 is attached as **Exhibit 7**.¹¹ The cost of the raised crosswalk was \$17,764.00. A copy of the invoice is attached as **Exhibit 8**. Because the County was not permitted to install a traffic calming device on a state-owned road, the Program Manager had the raised crosswalk removed on or about December 14, 2021. The cost to remove the crosswalk was \$9,625.75. A copy of the removal invoice is attached as **Exhibit 9**.

During interviews, the Office asked about the Kenwood Avenue raised crosswalk, the business process within the Unit, and how such a mistake could have happened. The Office was told by several individuals that they were unaware of the error, and it should have never occurred. Further, if they had reviewed the Program Manager's plan for Kenwood Avenue prior to the installation of the subject crosswalk, they would have not approved it.

Total Waste Due to Traffic Calming Installation Errors

The Office found the Compass Road and Kenwood Avenue errors resulted in wasted County resources totaling \$47,996.00. The breakdown of this total is set forth in **Table 1**.

Table 1	
Description	Cost
Installation of the raised crosswalk at Compass Road and Cord Street – Compass Road 1	\$20,606.25
Installation of the raised crosswalk at Kenwood Avenue	\$17,764.00
Removal of the raised crosswalk at Kenwood Avenue	\$9,625.75
Total Waste Due to Traffic Calming Installation Errors:	\$47,996.00

⁹ Although the installation and removal of the raised crosswalk at Kenwood Avenue occurred before the three-year time period examined by the Office, the Office chose to investigate this project because it was specifically mentioned in one of the complaints filed with the Office.

¹⁰ State roads are delineated with the letters "MD" in front of the number. This map shows the portion of Kenwood Avenue as MD-588.

¹¹ During the investigation, the Office had asked for all records associated with the Kenwood Avenue project. Initially, the plan was not provided to the Office. After the Program Manager retired, the Office asked the Bureau Chief to do a computer search for any document with the word "Kenwood," which resulted in the plan being located.

V. Waste Related to the Installation of Unjustified Traffic Calming Devices

Susquehanna Avenue and Chester Road Raised Intersection

Another allegation was that a raised intersection had been unnecessarily installed at the intersection of Susquehanna Avenue and Chester Road, and that the raised intersection was not ADA compliant. The Office confirmed that during or about July 2021, the Program Manager designed and approved the installation of a raised intersection at Susquehanna Avenue and Chester Road as well as a speed hump on Susquehanna Avenue.¹²

According to the National Association of City Transportation Officials (NACTO), raised intersections “[c]reate a safe, slow-speed crossing and public space at minor intersections... they reinforce slow speeds and **encourage motorists to yield to pedestrians at the crosswalk**... [s]uch intersections are recommended to be **“flush with the sidewalk.”**”¹³ [Emphasis added.]

According to the Institute of Transportation Engineers, a raised intersection is “[t]ypically installed at signalized or all-way stop controlled intersections **with high pedestrian crossing demand**.” [Emphasis added.] Such intersections are “[o]ften part of an area-wide traffic calming scheme involving both intersecting streets **in densely-developed urban areas**.”¹⁴ [Emphasis added.]

The intersection of Susquehanna Avenue and Chester Road is located in Bowleys Quarters, which is not a densely-developed urban area, but rather, a waterfront community located about 15 miles east of Baltimore City. The western portion of Chester Road dead-ends into a marina, and the eastern portion dead-ends into a rural area. Susquehanna Avenue has two speed humps north of the Chester Road intersection.¹⁵ There are no sidewalks surrounding this intersection. There are also no nearby schools or transit stops. A copy of the traffic calming plan for the raised intersection is attached as **Exhibit 10**. Photographs of the intersection are attached as **Exhibit 11**.

The County paid \$25,451.08 to install the raised intersection at Susquehanna Avenue and Chester Road. A copy of the invoice dated October 11, 2021 is attached as **Exhibit 12**. When questioned about the raised intersection, neither the DPWT Director nor the Bureau Chief could justify its installation. Moreover, the DPWT Director agreed that it was not a good use of County funds.

¹² A second speed hump was installed on Susquehanna Avenue during or about December 2021.

¹³ <https://nacto.org/publication/urban-bikeway-design-guide/designing-safe-intersections/unsignalized-intersections/design-tools>.

¹⁴ <https://www.ite.org/pub/?id=2c3e7d2b-0d3a-93b9-af9d-99dce352e79d>.

¹⁵ The Office’s review of documentation related to the Susquehanna Avenue speed humps confirmed the project satisfied Phase I and Phase II of the Program. However, because the Office was not provided with the community petition or a signed traffic calming plan, the Office was unable to confirm whether the Unit obtained the necessary signatures for the installation.

Wampler Road Speed Humps

Wampler Road is approximately 1.4 miles long and located in Middle River. Wampler Road runs north and south between Bird River Road and Leland Avenue. During or about March 2023, nine speed humps were installed on Wampler Road under the Program.

A review of the initial document production showed requests for traffic calming dating back to 2006. By 2021, Wampler Road had satisfied both the Phase I and Phase II requirements of the Program. Subsequently, a petition needed to be signed by at least 75 percent of the residents who were deemed affected by the traffic calming measures. The petition requirement signifies the residents are in favor of the project. Failure to achieve 75 percent of the signatures would preclude the project from going forward. Wampler Road required 66 signatures to receive traffic calming. A review of the petition showed 47 signatures, which fell short of the 75 percent requirement. Despite this, the nine speed humps were installed on Wampler Road.

Records reviewed by the Office showed the Program Manager admitted the speed humps had been installed without meeting the petition requirement. The Bureau Chief agreed that speed humps should have never been installed on Wampler Road. Based on these findings, the Office deemed the installation of nine speed humps on Wampler Road wasted County resources totaling \$33,094.44. A copy of the relevant traffic calming plan and invoice are attached as **Exhibit 13** and **Exhibit 14** respectively.

██████████ Speed Humps

A portion of ██████████ is located between ██████████ and ██████████ in Randallstown. On or about October 22, 2021, three speed humps were installed on this section of ██████████ under the Program. Subsequently, one of the speed humps was removed.

Assuming the subject portion of ██████████ met the Phase I requirements under the Program, it still needed to meet the minimum speed and volume requirements as set forth in Phase II of the Program. The Office asked the Associate whether the 2007 traffic study results qualified ██████████ for traffic calming measures. The Associate told the Office they did not. Further, the Office was never provided with any additional traffic studies dated after 2007 that would have supported the need for speed humps on this section of ██████████. Because there are no documents showing ██████████ met the Phase II requirements, it was only eligible for passive traffic control measures such as a speed notification sign board or periodic police radar enforcement per the Program.

Despite the 2007 traffic study results, in January 2019, the Program Manager created a traffic calming plan for ██████████. A copy of the plan is attached as **Exhibit 15**. The ██████████ plan initially contained five speed humps, with one of the speed humps to be installed in front of a property directly affiliated with the Program Manager, according to Maryland land records. In fact, the Property Manager's typed name actually appears on one of the signature lines of the plan as "Signed [the Program Manager's name]."¹⁶ Maryland land records also showed that

¹⁶ Per the Program, "**ALL** of the home owners immediately adjacent to a proposed calming device being (sic) must sign **on the plans** in favor of the installation."

in January 2019, there were at least two other properties associated with the Program Manager's family that were on this section of [REDACTED] in the vicinity of the five proposed speed humps. Because the Program Manager and their family had a financial interest in properties that were directly affected by the traffic calming measures, there was at a minimum, an appearance of a conflict of interest, if not an actual one. When questioned about this, the DPWT Director agreed it was a conflict of interest, and it should have been brought to someone's attention.

On or about October 22, 2021, three of the five proposed speed humps were installed on this section of [REDACTED]. It is unclear why the other two speed humps were not installed. The total cost of the installation of the three speed humps was \$10,855.14. A copy of the invoice is attached as **Exhibit 16**.

In June 2023, a resident on [REDACTED] ("the Resident") filed a written complaint with the Unit about the design and placement of one of the three speed humps, which had been installed in front of the Resident's property. The Resident explained the speed hump was causing water damage to their property, and their assertion was supported by photographs. Presumably in response to the complaint, the subject speed hump was removed on or about October 6, 2023. It cost the County \$2,953.31 to remove the speed hump. A copy of the invoice for the removal is attached as **Exhibit 17**. It is important to note that the Program manual states: "[o]nce traffic calming devices have been installed, they will be considered permanent. Any request by the Community to remove a device can only be made after one year of installation. The request must be accompanied by a petition signed by 75% of the residents of the original petitioned area." Despite this last requirement, the Office found no evidence that a petition for the removal of this traffic calming device had ever been executed.

In the Resident's June 2023 written complaint, they stated "I wish someone had consulted with me before it was place (sic) there." This statement raised a concern that the signature on the plan next to the Resident's address may have been forged. Therefore, on September 10, 2025, the Office went to the Resident's home and interviewed them about the events surrounding the installation and removal of the speed hump in front of their property. During the interview, the Resident indicated they had signed a piece of notebook paper concerning the speed humps, but they were adamant they had never agreed to the installation of a speed hump in front of their property. In addition, the Resident recalled the Program Manager telling them that they did not need the Resident's permission to install the speed hump in front of the Resident's property. When shown the traffic calming plan for [REDACTED], the Resident admitted the signature on the plan next to their address looked like their signature, but they had no recollection of signing the document.

It is important to note that regardless of the accuracy of the Resident's recollection as to which documents they may have signed, the Program Manager was required to get the signature of any resident on [REDACTED] whose property abutted the three speed humps. One of those residents lived directly across the street from the Resident ("the Neighbor"). Thus, even if the Office assumed the Resident had signed the traffic calming plan and had simply forgotten about it, the Neighbor was also required to sign the plan before the speed hump could have been installed. However, as can be seen on the plan, the phrase "Didn't answer the door" is written next to the Neighbor's address, and the Office has not located any other document signed by the Neighbor authorizing the installation of this particular speed hump.

Based on the foregoing information in this section of the report, the Office determined there was a total of \$13,808.45 [\$10,855.14 + \$2,953.31] in County funds wasted when the Program Manager permitted three speed humps to be installed on [REDACTED] without the road meeting Phase II and the petition requirement, as specified in the Program's manual. Of additional concern was the speed humps, which had been authorized by the Program Manager, created the appearance of a conflict of interest.

Schroeder Avenue Speed Humps

In 2018, the Unit received a request for traffic calming to be installed on Schroeder Avenue, which is located off of Belair Road in Perry Hall. However, because the traffic volume on the subject portion of the road was too high, the request failed Phase II. In 2021, the Unit received another request for traffic calming on Schroeder Avenue. Based on the Office's review of documentation, this request appeared to meet the Phase II requirements.¹⁷

In one of the complaints filed with the Office, it was alleged that speed humps were installed on Schroeder Avenue at the direction of the Program Manager as a favor to another County employee. Schroeder Avenue is considered a dead-end street. A church and a school, both of which can be considered traffic generators, are present on the section of Schroeder Avenue that is closer to Belair Road. In July 2021, the Program Manager created a plan proposing five speed humps on Schroeder Avenue. The speed humps were installed on or about October 4, 2021. The installation cost was \$12,909.81. A copy of the unsigned plan is attached as **Exhibit 18**, and a copy of the invoice is attached as **Exhibit 19**.

When interviewed by the Office about the Schroeder Avenue traffic calming project, both the Bureau Chief and the DPWT Director initially agreed that Schroeder Avenue was not eligible for traffic calming as it was a dead-end road. However, when the Office showed the DPWT Director photographs of Schroeder Avenue, the Director noted that the church and school could have qualified the road for traffic calming under Phase I as they are considered traffic generators. If this had been the justification, the speed humps should have been placed solely between the traffic generators and Belair Road. Thus, the three speed humps installed between the traffic generators and Belair Road were appropriate. However, the two speed humps installed between the traffic generators and the end of Schroeder Avenue were not justified. Using the \$12,909.81 invoice, the Office used a simple calculation to determine the cost to install two of the speed humps, which was \$5,163.92.¹⁸

The Office was unable to substantiate the allegation that the speed humps were installed on Schroeder Avenue as a favor to a County employee. While the Office confirmed the employee named in the complaint resided on Schroeder Avenue, the Office also found initial requests for traffic calming on Schroeder Avenue unrelated to the named employee.

¹⁷ Because the Office was not provided with the community petition or the signed traffic calming plan, the Office was unable to confirm whether the Unit obtained the necessary signatures for the installation.

¹⁸ Two-fifths of \$12,909.81 equals \$5,163.92.

Total Waste Due to the Installation of Unjustified Traffic Calming Devices

The Office found the total County funds wasted due to the installation of unjustified traffic calming devices was \$77,517.89. The breakdown of this total is set forth in **Table 2**.

Table 2	
Description	Cost
Installation of the raised intersection at Susquehanna and Chester	\$25,451.08
Installation of the nine speed humps on Wampler Road	\$33,094.44
Installation of the three speed humps on [REDACTED]	\$10,855.14
Removal of the one speed hump on [REDACTED]	\$2,953.31
Installation of the two speed humps on Schroeder Avenue	\$5,163.92
Total Waste Due to the Installation of Unjustified Traffic Calming Devices:	\$77,517.89

VI. The School Safety Initiative

Overview

In July 2023, the Unit received 1.25 million dollars from the County's fiscal year 2024 capital budget to devote to the School Safety Initiative. These funds were allotted to improve existing school crosswalks by upgrading them to raised crosswalks. The Office was told the Unit installed approximately 50 raised crosswalks across the County as part of the School Safety Initiative. Additionally, the Office found no evidence that anyone in a managerial role over the Program Manager was aware of the schedule and proposed designs associated with the School Safety Initiative.

Lack of Formal Business Process

Through interviews, the Office learned the Program Manager was solely responsible for all aspects of the School Safety Initiative and its 1.25-million-dollar budget. The Office also discovered there was no formal business process established for the School Safety Initiative. The Office asked the DPWT Director, the Bureau Chief, and the Associate how it was determined which schools qualified for these upgraded raised crosswalks as there are over 150 public schools in Baltimore County. None of them were able to explain how the determination was made. A review of the Unit's files and email communications produced no evidence of a formal process for these decisions. Since the Program Manager declined to be interviewed, the Office was unable to question them about their methodology for selecting schools to receive the raised crosswalks.

VII. ADA Non-Compliance

It was alleged that traffic calming devices had been installed in the County that were not compliant with the ADA, including some that had been constructed as part of the School Safety Initiative, such as the Compass Road raised crosswalks. As noted in Section I of the report, the

ADA mandates “[n]ewly constructed or altered street level pedestrian walkways **must** [emphasis added] contain curb ramps or other sloped areas at intersections to streets, roads, or highways.”

As part of the investigation, the Office obtained a list of all of the School Safety Initiative projects from the Bureau Chief. Using the list, the Office reviewed Google Earth images of the project sites for any apparent non-compliance. It should be noted the Office had already examined the Compass Road raised crosswalks as there had been specific allegations about it. The Office then visited the sites that appeared to be noncompliant and took photographs. The Office provided these images, along with photographs of the Compass Road raised crosswalks (Compass 1 and Compass 2) and the Susquehanna Avenue and Chester Road raised intersection, to the ADA Coordinator for review. After examining the photographs, the ADA Coordinator opined that none of the subject projects complied with the ADA or County’s standards.

VIII. Other Notable Issues

The Office also located several work orders pertaining to the Program, which were obtained from the County’s HAL database system. The HAL database was an online “all inclusive” database that was used to document various activities related to transportation-related matters. A review of these internal work orders showed the Program Manager was solely responsible for creating, approving, and reviewing work orders. Thus, there was no separation of duties or internal oversight of these work orders. In addition, there was little to no evidence that any traffic calming plans created by the Program Manager had been reviewed and approved by DPWT supervision. These findings gave credibility to statements made to the Office by DPWT supervisors that they had been unaware of the mistakes and decisions made by the Program Manager over the past several years.

Throughout the investigation, the Office had concerns about the completeness of the records provided by the Unit in response to the Office’s record requests. At times, documents that should have been provided earlier in the investigation were located or produced months later, causing material changes to the investigation’s earlier findings. The records for the Unit were poorly organized and important aspects of the Unit’s activities were not consistently documented or maintained. The Office made the Director and the Bureau Chief aware of these issues. Further, the record-related issues prompted the Office to conduct an in-person review of the Unit’s files. The review consisted of the Office examining four file cabinets, which contained numerous manila folders organized in alphabetical order with handwritten street names on the tabs. Of significant concern to the Office was that there were no files in the cabinets for street names beginning with the letters “A-C.” Also, of the project files the Office was interested in reviewing, only one such project file could be located, which was a single manila folder labeled “Schroeder Avenue.” Finally, the Office found no documentation related to any of the School Safety Initiative projects.

IX. Attempted Interview of the Program Manager

On May 20, 2025, the Office sent an email to the Program Manager requesting an interview. The email listed the various projects to be discussed during the interview. The Program

Manager accepted the offer, and the interview was scheduled for May 29, 2025 at 9:00 a.m. On May 27, 2025, the Program Manager sent the Office an email stating they no longer wished to participate in an interview. The Program Manager retired on May 30, 2025.

X. Conclusion

Based on the Office's investigation, which involved only a limited review of traffic calming projects, it was determined that \$125,513.89 in County funds were wasted by the Unit while its daily activities were being overseen by the Program Manager. The waste consisted of \$20,606.25 for the Compass Road mistake, \$27,389.75 for the Kenwood Avenue error, and \$77,517.89 for the installation of several traffic calming measures that did not meet the requirements of the Program as set forth in Exhibit 1. The investigation also determined there were several traffic calming projects that were not compliant with County and ADA standards. The projects included the Susquehanna Avenue and Chester Road raised intersection, the Compass Road raised crosswalks, and several other raised crosswalks constructed as part of the School Safety Initiative. The investigation showed the Program Manager was personally involved in a traffic calming project on [REDACTED], where they and members of their family owned properties. Finally, the structure and operation of the Unit during the relevant time period resulted in the Program Manager's decisions and actions going unchecked by management, which allowed these traffic calming errors and inconsistencies to occur. This lack of oversight was compounded by poor recordkeeping, which made it difficult for the Office to efficiently conduct the investigation.

Based on the findings set forth in the report, the Office provides the Administration with the following recommendations:

- DPWT should conduct a review of all projects completed under the School Safety Initiative. The review should examine the projects for compliance with ADA and County standards, as well as proper placement near schools.
- While not addressed in this report, the Office also recommends that DPWT examine the use of the School Safety Initiative funds to ensure all of the funds were used for their intended purpose.
- There should be increased training on ADA compliance for inspectors and employees whose job duties intersect with the ADA.
- There should be a review of recently installed traffic calming measures for consistency and adherence to the Program's stated business process.
- Formal policies and procedures should be established for the Unit. They should include guidelines for decision-making within the Unit, internal and external communication, and retention of records related to traffic calming applications.
- There needs to be increased communication between the Unit and other DPWT units before and during traffic calming projects to optimize County resources and ensure compliance with local, state, and federal laws.
- The Division should consider adopting the most recent version of the Program manual, which implemented recommendations from an outside consultant. The Division has had this updated version since December 2024. Currently, there are two different

versions of the Program manual on the County's website – December 2022 and August 2024.

This matter is being referred to you for an official response. Please respond in writing by October 22, 2025. 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: Katherine A. Klausmeier, County Executive
Amanda Conn, Chief of Staff
James R. Benjamin, Jr., County Attorney
Lauren Buckler, Director, Department of Public Works and Transportation
Angelica Daniel, Bureau Chief of Transportation
Elizabeth J. Irwin, Acting County Auditor

Baltimore County, Maryland

Department of Public Works

Neighborhood Traffic Management Program



Baltimore County
Department of Public Works & Transportation
111. W. Chesapeake Ave.
Towson, MD 21204
Revised: August 2024

Approved: _____

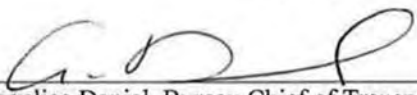

Angelica Daniel, Bureau Chief of Transportation

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Introduction

The Neighborhood Traffic Management Program (NTMP) for residential streets represents the commitment by Baltimore County to promote and maintain the safety and livability of the County's residential neighborhoods. As congestion along the highway network has grown in frequency, magnitude, and duration, resourceful motorists have found bypass routes through local residential streets. Aggressive driving and a diminished respect for other motorists, pedestrians, traffic control devices and general "rules of the road" have become more common. Increased traffic volumes and vehicular speeds have negatively impacted the livability of many residential communities.

In an effort to reduce the negative impact of traffic in our neighborhoods, the Neighborhood Traffic Management Program provides a process for identifying, evaluating and addressing undesirable traffic conditions relating to speed, volume and cut-through traffic in our residential neighborhoods. By working with the community and conducting the necessary traffic engineering studies, the Department of Public Works will assist the community in developing a plan to deal with these undesirable traffic conditions.

Goals

The overall goals of the Neighborhood Traffic Management Program are as follows:

1. Improve neighborhood livability by reducing the speeds and impact of vehicular traffic on residential streets, while providing for the safe, efficient and economical movement of persons and goods through the County.
2. Promote safe and pleasant conditions for residents, pedestrians, bicyclists and motorists on neighborhood streets, while preserving access for emergency vehicles, buses and other users.
3. Encourage and promote citizen involvement in all phases of the Neighborhood Traffic Management Program.
4. Make efficient use of County resources by ranking requested streets according to their Neighborhood Traffic Management Program point assignment scores and other factors.
5. Make periodic evaluations of the policy to ensure the stated goals are being met.

Implementation Procedures

Overview

A number of strategies are available to treat the described motorist behavioral problems. The overall effort is popularly referred to as “traffic calming”. Although “livability” issues are real, a traffic calming program should be needs driven. Traffic calming initiatives must be responsive to identified problems that can be quantified, ranked, and measured against acceptable uniform standards. Many of the traffic calming strategies have potential negative impacts including operational problems, public acceptance, and resource limitations.

A point system has been developed with equal weights given to the three main sources of undesirable traffic on residential streets. From this rating scale, the Department of Public Works will determine the severity of the problem and the appropriate level of response. Once this determination has been made the community must demonstrate adequate support using a petition process before any traffic calming devices will be considered for their street. After final design and community approvals, the Department of Public Works will use the street’s individual rating and available funding to prioritize construction. For streets that do not meet the required ratings or lack community support, alternative passive measures will be identified.

There are two primary strategies to help the community minimize negative traffic impacts to the neighborhood. The levels of traffic control measures include: Passive Measures, and Physical Alteration Control Measures. Each level of traffic control measures has several options available. The descriptions and limitations of the available options under each category can be found later in the text.

Application Process

Steps for consideration in the Neighborhood Traffic Management Program are listed below. Following the written description of the application process is a flowchart and worksheet that corresponds to each step of the application process. In addition, there are blank forms located in the appendix.

1. The Community requests the Department of Public Works in writing to consider a street in their community for a Neighborhood Traffic Management Program. The request shall include the community representative's address, daytime phone number and street to be studied. Additionally, a brief description of the community's concerns should also be included and the location on the street where speeds seem to be the highest. This action initiates Phase I of the evaluation.
2. To complete Phase I of the evaluation and proceed to Phase II, a street must meet four basic requirements. The requirements are as follows:
 - The road segment to be studied must be at least 1000' long.
 - Dead end streets and cul-de-sacs will not be considered.
*Consideration will be given to roadways with non-local traffic generators
 - The street must be within the urban rural demarcation boundary**
** Consideration will be given to residential neighborhoods outside of the URDL that have an average lot size of 2 acres or less.
Streets that do not meet the minimum traffic volume requirements will only be re-evaluated every three (3) years

Streets failing to meet these basic requirements will only be eligible for Passive Traffic Control Measures see page 11.

3. After the Department of Public Works has verified the basic requirements of Phase I of the evaluation have been met, the Department of Public Works will schedule Phase II of the evaluation, which consists of measuring traffic volume and average speed for the requested street.
4. Once the speed and volume counts are obtained, they will be analyzed by the Department of Public Works. Points will be assigned for the highest one hour traffic volume and the average speed of all vehicles over a 48hr period. Streets failing to meet the minimum requirements of Phase II will only be eligible for **Passive Traffic Control Measures**. Roadways with a one hour traffic volume above 350 vehicles will not be eligible for speed humps.

Additional points will be added for phase III for lack of sidewalks or in a school zone.

5. The Department of Public Works will develop a custom construction plan for the community's approval. The plan and a map showing which homes need to be petitioned will

be sent to the community representative. The petition requires an overall approval rate of 75%. Included in the 75%, ALL of the home owners immediately adjacent to a proposed calming device being must sign on the plans in favor of the installation. If the approved roadway is fronted by apartments the petition can be waived. In the event of vacant homes in the petition area, these homes will not be included in the petition percentage required. Renters can sign the petition as long as the traffic calming device is not in front of the property.

6. If the required approvals are obtained, the Department of Public Works will proceed with final design and schedule the project for construction using the ultimate point value and available funding.

DPWT reserves the right to re-evaluate a requested roadway that has previously qualified for traffic calming but the petition has not been executed within a 3 year period.

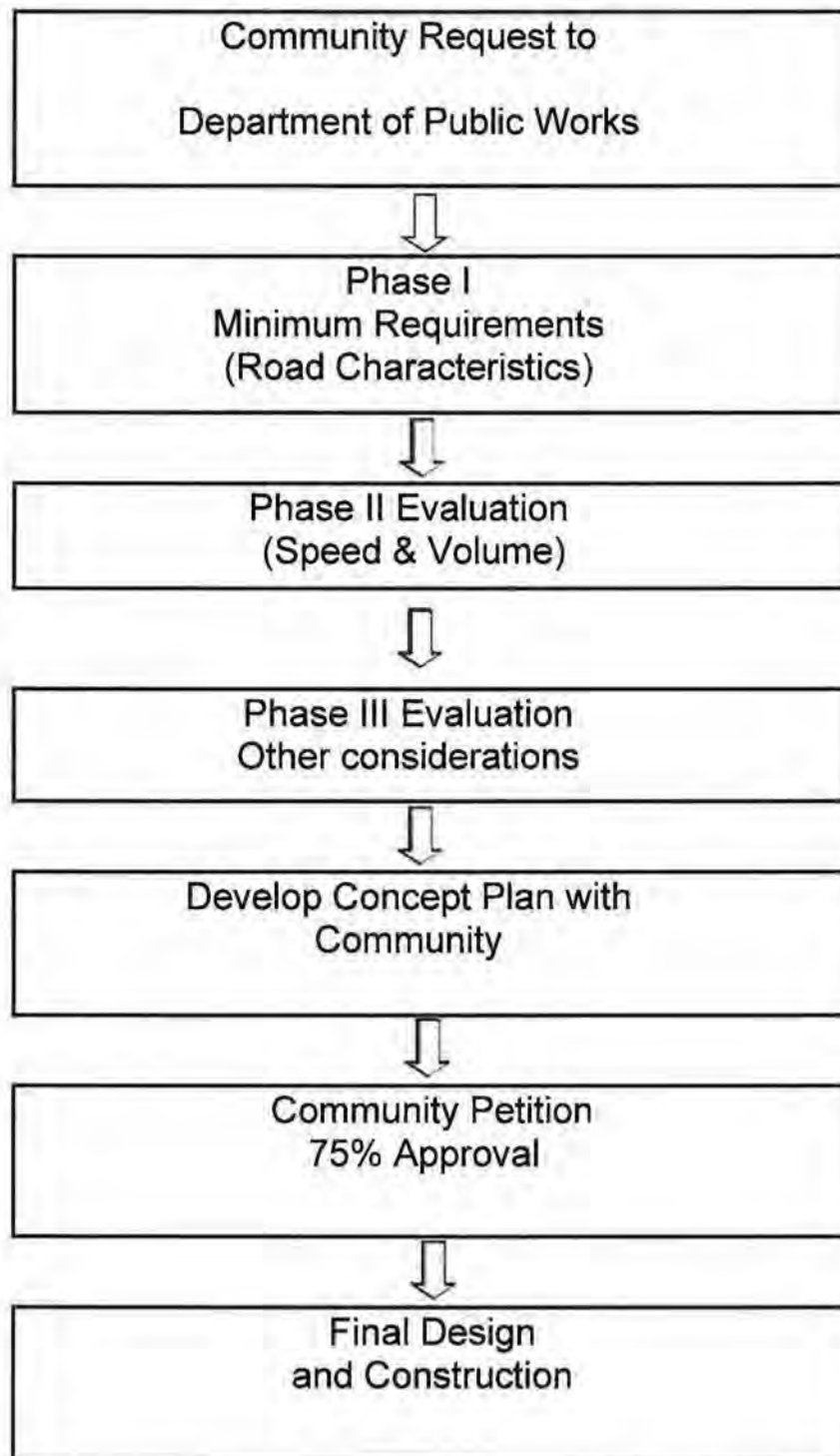
Removal of an approved device:

Once calming devices have been installed they will be considered permanent. After the device has been installed for one year the Community may request the County to remove the device. The request must be accompanied by a petition signed by 75% of the community requesting the removal.

Requests for re-study of streets that did not qualify

If the initial study shows that the minimum traffic volume have been met but the average speed requirements were not the community may request the County to re-study the street. The Community shall provide the County with the exact location where the counts should be taken. If the re-study indicates that the street still does not qualify the Community may resubmit an application 12 months after the date of the second study. Streets that did not meet the minimum traffic volume requirements may submit a new application three (3) years after the date from the first study.

Traffic Calming Flow Chart



PHASE I	YES	NO
1. Is the requested street at least 1,000' long?	_____	_____
2. Is the requested street a dead end or cul-de-sac?	_____	_____
3. Is the majority of the property adjoining the requested street residential, and homes front on the street?	_____	_____
4. Is the street inside the urban rural demarcation boundary**	_____	_____
* Questions 1 through 3 the highlighted box must be checked to proceed to Phase II. If not, only Passive Traffic Control Measures will be applied to the request. ** Consideration will be given to residential neighborhoods outside of the URDL that have an average lot size of 2 acres or less for the entire street. *** If apartments front on the requested roadway a petition will not be required ****Consideration will be given to roadways with non-local traffic generators		

PHASE II				
1. Traffic Volume				
Traffic Volume is measured by Vehicles per Hour (VPH) for the highest hour in a 24 hour period. Points are awarded based on the level of the VPH.				
<u>VPH</u> 75 to 149 15 Points	<u>VPH</u> 150 to 250 20 Points	<u>VPH</u> 251 to 350 25 Points	<u>VPH</u> 351 plus 0 points	Awarded Points _____
2. Traffic Speed				
Traffic Speed is measured by the Average Mile per Hour (MPH) for all vehicles. Points are awarded based on the difference between the average speed and the posted speed limit.				
<u>MPH</u> 3 to 6 15 Points	<u>MPH</u> 5 to 7 20 Points	<u>MPH</u> 7 plus 25 Points		Awarded Points _____
* Phase II Point Total must be 40 points or greater to proceed to PHASE III.			Phase II Point Total	_____

PHASE III	
1. Other Considerations If a School Zone or Pedestrian Generator is present, add 5 Points. If no sidewalks are present on the requested street, add 5 Points.	Awarded Points _____ _____ Phase III Point Total _____

Passive Measures

- Minimum Points Required = 0

Total Points _____

Physical Alterations

- Minimum Points Required = 40

Neighborhood Traffic Management Program Point System Criteria

The following point system criteria are used to determine the street's point score:

Traffic Volume – Points are assigned according to the street's Peak Hour Volume (PHV). Peak hourly volumes are normally registered between the hours of 4:00 to 6:00 PM, on average weekdays. Points are given on a graduated scale from 100 to greater than 350. Streets with a PHV of less than 100 will be approved for passive measures only. Streets with a PHV above 350 will not be considered for speed humps.

Speed – Points are assigned according to how many miles per hour the average speed is measured above the posted speed limit. Points will be assigned on a graduated scale from 3mph above the limit to greater than 11mph. Streets with an average speed below 3mph above the posted limit will only be eligible for passive measures.

School Zone / Pedestrian Generators – 5 points will be assigned if a school is located on the street or in the immediate area or if other pedestrian generators such as a community park, shopping center, etc. are in the same area.

Sidewalks – 5 points will be assigned if the street does not have continuous sidewalks on at least one side of the street.

Equity Provisions

On a case by case basis the normally required petition signed by at least 75% of the community can be reduced to 65%. However, anyone who has a speed hump being proposed in front of their home must sign on the plan that they are okay with it. Additionally, at the discretion of the Director of DPW&T the qualifying criteria can be waived or reduced.

Neighborhood Traffic Management Program Solutions

Passive Traffic Control Measures

Passive measures include educational methods and police enforcement. No minimum criteria must be reached to be eligible for this level. Some examples of measures that can be taken under this level are as follows:

1. Speed notification sign board - this device displays a motorist's speed as they approach the signboard in an effort to educate the driver that their speed might be inappropriate and to raise driver consciousness of their travel speed. Community mailings – a letter sent from the community association to all of the residents of the street asking for their assistance to help control the speed that they travel in the community. This procedure is effective if cut-through problems are not present.
2. Police enforcement – periodic radar enforcement.



Physical Alteration Control Measures

Physical alterations include Traffic Circles, Chokers, Pedestrian Refuge Islands, Medians and Speed Humps.

Minimum Requirements: Local residential roadway, 1000' or longer with a total point value of 40 or higher and a final petition signed by a minimum 75% of the affected households and by all of residences with a device being installed in front of their homes must sign.

- Only the table top style speed humps shall be installed which consist of a 6' parabolic approach to a 10' long plateau in the center resulting in a total length of 22'.



- **Chokers/Pedestrian Refuge Islands** – Chokers are the narrowing of streets, either at an intersection or mid-block, to reduce the width of the travel way. Chokers can be designed to widen the sidewalk (bulb design), or an island may be constructed, which would force the traffic toward the curb (island choker). Either way, chokers appear to have the greatest effect in the area of pedestrian safety. By reducing the amount roadway width, the choker dramatically reduces the exposure time that a pedestrian is in the street. Additionally, both chokers break up the appearance of the roadway and may be landscaped to increase the attractiveness of residential neighborhoods.



- **Traffic Circles** – Traffic circles are different from traditional roundabouts in that they are circles placed in an intersection without modifying the outside curbs. As with roundabouts motorists must yield to traffic in the circle. The primary consideration for installing these types of devices will be the effect on emergency vehicles and school buses. They must be designed in a way that these types of vehicles can either turn left by going around the circle or in some cases turn left in front of the circle by driving over mountable splitter islands.



Appendix

blank initial request form

blank petition form

Neighborhood Traffic Management Program Request Form

Community Organization (if any):

Community Representative:

Address

City

State

Zip Code

Work Phone

Home Phone

E-mail Address

Requested Street

Address on the street where speeds are the highest (**critical information**)

Description of the Problem

Mail the completed request form back to
Baltimore County Department of Public Works
Traffic Engineering and Transportation Planning
111 West Chesapeake Avenue, Room 312
Towson, Maryland 21204

Neighborhood Traffic Management Program

Dear Neighbor,

_____ has qualified for traffic slowing devices. In order to proceed to construction our community must submit a petition signed by at least 75% of the homes on the street. Included in this 75% total, **homeowners** that have a traffic slowing device proposed in front of their home must sign that they approve the location. These required signatures are shown below. Renters may sign the petition as long as the traffic slowing device is not in front of the home.

Contact Information

Street Name: _____

Registrant Name: _____

First Cross Street _____

Address: _____

Second Cross Street _____

Phone: _____

Email: _____

"By signing this petition I acknowledge reviewing the traffic calming plan"

Required Signatures for traffic slowing device proposed in front of their address

Address

Print Name

Signature

Owner

xxxxxxxx

11

XXXXXXXX

--	--

XXXXXXXX

--	--

XXXXXXXX

--	--

xxxxxxxx

--	--

XXXXXXXX

--	--

# XXXXXXXX	
# XXXXXXXX	
# XXXXXXXX	
# XXXXXXXX	

"By signing this petition I acknowledge reviewing the traffic calming plan"

Address

Print Name

Signature

Owner

Renter

[illegible]

OLNEY MASONRY, CORPORATION

6701 AMMENDALE ROAD

BELTSVILLE, MD 20705

301-937-3200 FAX 301-937-4366

okay to pay
REC-10121681

BALTIMORE COUNTY

OFFICE OF BUDGET & FINANCE

OBF-DISBURSEMENTS

400 WASHINGTON AVENUE, ROOM 148

TOWSON, MD 21204

INV# 2435

Compass Rd

11/8/2024

ATTN:

RE: Traffic Calming Devices

Compass Rd

Line Item	Description	Unit			Total
1	Remove and Replace Conc. Sidewalk	SF		\$ 20.00	\$ -
2	New Conc. Sidewalk	SF		\$ 15.00	\$ -
3	F&I 7" Stamped Ped Ramp	SF		\$ 25.00	\$ -
4	Remove and Replace Conc. C&G	LF		\$ 35.00	\$ -
5	New Conc. C&G	LF		\$ 35.00	\$ -
6	Valley Gutter , New	SF		\$ 25.00	\$ -
7	Driveway Apron 7" R&R	SF		\$ 25.00	\$ -
8	PVC Drain 3" F&I	LF		\$ 30.00	\$ -
9	CR-6 Stone, Sub-Base	Ton		\$ 40.00	\$ -
10	SuperPave 9.5MM	Ton		\$ 200.00	\$ -
11	Saw Cut Full Depth	LF	240.00	\$ 6.00	\$ 1,440.00
12	Top Soil	CY		\$ 45.00	\$ -
13	Class 1A Excavation	CY	14.81	\$ 65.00	\$ 962.65
14	Speed Hump Flat Top Profile	Ton	8.12	\$ 280.00	\$ 2,273.60
15	Concrete Paving Mix 6	SF		\$ 25.00	\$ -
16	Temporary Striping Tape	LF		\$ 5.00	\$ -
17	Adj Exist. Utilities Under 18"	Ea		\$ 500.00	\$ -
18	Adj Exist. Utilities Over 18"	Ea		\$ 500.00	\$ -
19	Minor Milling	SY		\$ 23.00	\$ -
20	Mulch	SY		\$ 100.00	\$ -
21	Plantings "European Hornbeam"	Ea		\$ 650.00	\$ -
22	Colored and Imprinted Roadway Concrete (7")	SF	400.00	\$ 30.00	\$ 12,000.00
23	Colored and Imprinted Roadway Concrete (4")	SF		\$ 30.00	\$ -
24	Mobilization	Ea	1.00	\$ 250.00	\$ 250.00
25	Paver 4" x 8" x 2-3/8"	Sf		\$ 20.00	\$ -
26	Signs	Ea	4.00	\$ 20.00	\$ 80.00
27	Speed Hump Marking	Ea		\$ 375.00	\$ -
28	Crosswalk Markings	SF	180.00	\$ 20.00	\$ 3,600.00
29	Markings Removal	LF		\$ 3.00	\$ -

Total**\$ 20,606.25****Exhibit 2**



Exhibit 3

OLNEY MASONRY, CORPORATION

6701 AMMENDALE ROAD

BELTSVILLE, MD 20705

301-937-3200 FAX 301-937-4366

BALTIMORE COUNTY

OFFICE OF BUDGET & FINANCE

OBF-DISBURSEMENTS

400 WASHINGTON AVENUE, ROOM 148

TOWSON, MD 21204

INV# 2409101

Compass Rd

2/28/2024

ATTN:

RE: Traffic Calming Devices

Compass Rd

Line Item	Description	Unit			Total
1	Remove and Replace Conc. Sidewalk	SF		\$ 20.00	\$ -
2	New Conc. Sidewalk	SF		\$ 15.00	\$ -
3	F&I 7" Stamped Ped Ramp	SF		\$ 25.00	\$ -
4	Remove and Replace Conc. C&G	LF		\$ 35.00	\$ -
5	New Conc. C&G	LF		\$ 35.00	\$ -
6	Valley Gutter , New	SF		\$ 25.00	\$ -
7	Driveway Apron 7" R&R	SF		\$ 25.00	\$ -
8	PVC Drain 3" F&I	LF		\$ 30.00	\$ -
9	CR-6 Stone, Sub-Base	Ton		\$ 40.00	\$ -
10	SuperPave 9.5MM	Ton		\$ 200.00	\$ -
11	Saw Cut Full Depth	LF	156.00	\$ 6.00	\$ 936.00
12	Top Soil	CY		\$ 45.00	\$ -
13	Class 1A Excavation	CY	9.60	\$ 65.00	\$ 624.00
14	Speed Hump Flat Top Profile	Ton	8.14	\$ 280.00	\$ 2,279.20
15	Concrete Paving Mix 6	SF		\$ 25.00	\$ -
16	Temporary Striping Tape	LF		\$ 5.00	\$ -
17	Adj Exist. Utilities Under 18"	Ea		\$ 500.00	\$ -
18	Adj Exist. Utilities Over 18"	Ea		\$ 500.00	\$ -
19	Minor Milling	SY	4.44	\$ 23.00	\$ 102.12
20	Mulch	SY		\$ 100.00	\$ -
21	Plantings "European Hornbeam"	Ea		\$ 650.00	\$ -
22	Colored and Imprinted Roadway Concrete (7")	SF	260.00	\$ 30.00	\$ 7,800.00
23	Colored and Imprinted Roadway Concrete (4")	SF		\$ 30.00	\$ -
24	Mobilization	Ea	1.00	\$ 250.00	\$ 250.00
25	Paver 4" x 8" x 2-3/8"	Sf		\$ 20.00	\$ -
26	Signs	Ea	4.00	\$ 20.00	\$ 80.00
27	Speed Hump Marking	Ea		\$ 375.00	\$ -
28	Crosswalk Markings	SF	140.00	\$ 20.00	\$ 2,800.00
29	Markings Removal	LF		\$ 3.00	\$ -

Total**\$ 14,871.32****Exhibit 4**



Exhibit 5

Baltimore, Maryland

Google Street View

Jun 2024

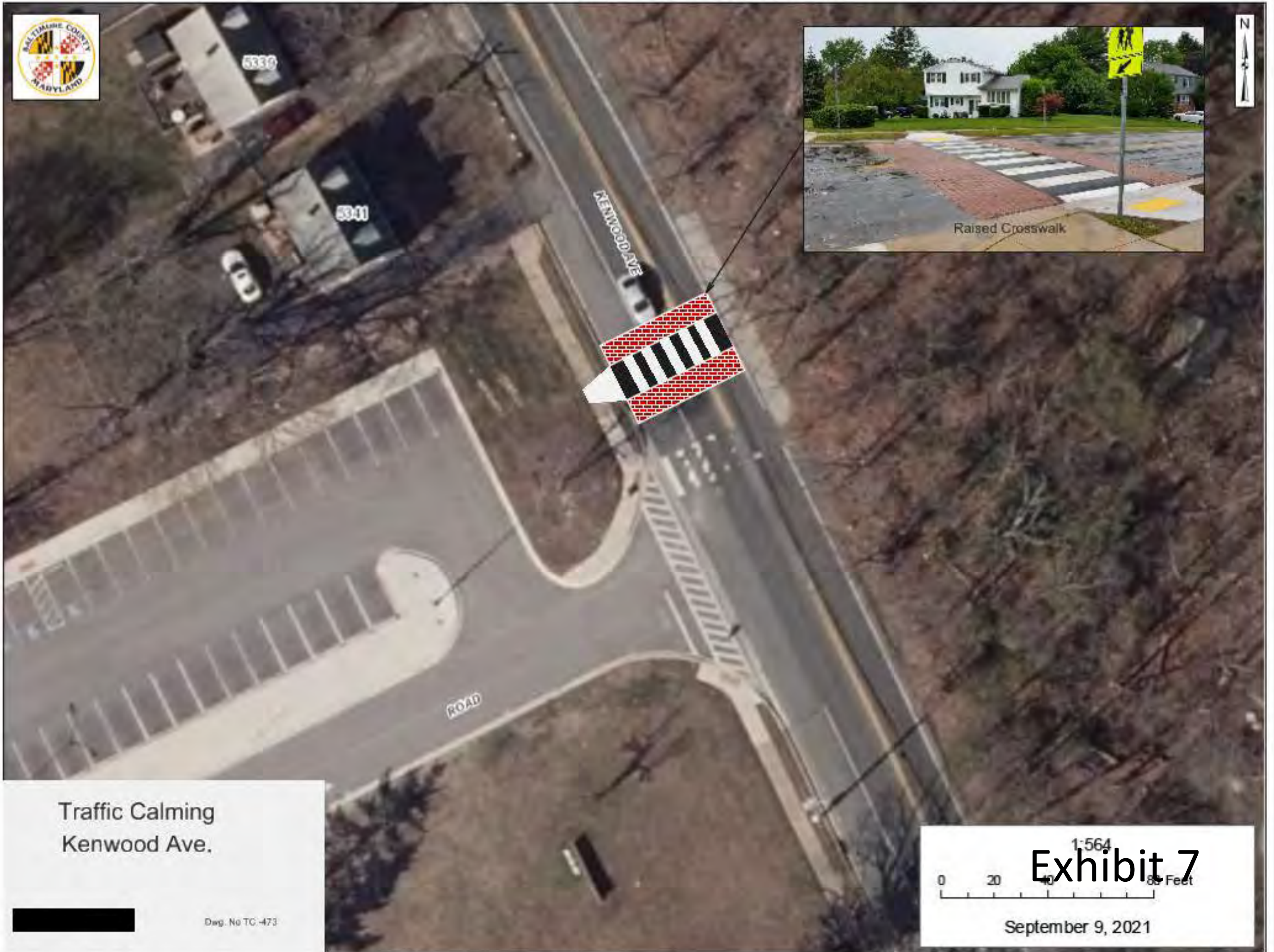


Image capture: Jun 2024 © 2025 Google

Exhibit 6



Baltimore County - My Neighborhood



Traffic Calming
Kenwood Ave.

Dwg. No TC-473

1:564
0 20 40 80 Feet

September 9, 2021

Exhibit 7

Do 61076-2
Rc 270073

OLNEY MASONRY, CORPORATION

6701 AMMENDALE ROAD
BELTSVILLE, MD 20705
301-937-3200 FAX 301-937-4366

BALTIMORE COUNTY
OFFICE OF BUDGET & FINANCE
OBF-DISBURSEMENTS
400 WASHINGTON AVENUE, ROOM 148
TOWSON, MD 21204

Invoice
10/11/2021
Kenwood

ATTN:

RE: Traffic Calming Devices
Contract #RFB B-593
fy - 22

Kenwood Avenue

Line Item	Description	Unit	Quantity		Total
1	Remove and Replace Conc. Sidewalk	SF	150.00	\$ 8.00	\$ 1,200.00
2	New Conc. Sidewalk	SF		\$ 8.00	\$ -
3	F&I 7" Stamped Ped Ramp	SF	99.50	\$ 10.00	\$ 995.00
4	Remove and Replace Conc. C&G	LF	22.00	\$ 30.00	\$ 660.00
5	New Conc. C&G	LF		\$ 30.00	\$ -
6	Valley Gutter, New	SF		\$ 10.00	\$ -
7	Driveway Apron 7" R&R	SF		\$ 11.00	\$ -
8	PVC Drain 3" F&I	LF		\$ 23.00	\$ -
9	CR-6 Stone, Sub-Base	Ton		\$ 30.00	\$ -
10	SuperPave 9.5MM	Ton		\$ 150.00	\$ -
11	Saw Cut Full Depth	LF	210.00	\$ 4.50	\$ 945.00
12	Top Soil	CY		\$ 30.00	\$ -
13	Class 1A Excavation	CY	15.56	\$ 50.00	\$ 778.00
14	Speed Hump Flat Top Profile	Ton	6.00	\$ 250.00	\$ 1,500.00
15	Concrete Paving Mix 6	SF		\$ 11.00	\$ -
16	Temporary Striping Tape	LF		\$ 3.00	\$ -
17	Adj Exist. Utilities Under 18"	Ea		\$ 400.00	\$ -
18	Adj Exist. Utilities Over 18"	Ea		\$ 450.00	\$ -
19	Minor Milling	SY	4.40	\$ 20.00	\$ 88.00
20	Mulch	SY		\$ 30.00	\$ -
21	Plantings "European Hornbeam"	Ea		\$ 380.00	\$ -
22	Colored and Imprinted Roadway Concrete (7")	SF	420.00	\$ 20.00	\$ 8,400.00
23	Colored and Imprinted Roadway Concrete (4")	SF		\$ 15.00	\$ -
24	Mobilization	Ea	1.00	\$ 2.00	\$ 2.00
25	Paver 4" x 8" x 2-3/8"	SF		\$ 12.00	\$ -
26	Signs	Ea	4.00	\$ 1.00	\$ 4.00
27	Speed Hump Marking	Ea		\$ 350.00	\$ -
28	Crosswalk Markings	SF	144.00	\$ 18.00	\$ 2,592.00
29	Markings Removal	LF	300.00	\$ 2.00	\$ 600.00

Total

\$ 17,764.00

Exhibit 8

OLNEY MASONRY, CORPORATION

6701 AMMENDALE ROAD
BELTSVILLE, MD 20705
301-937-3200 FAX 301-937-4366

BALTIMORE COUNTY
OFFICE OF BUDGET & FINANCE
OBF-DISBURSEMENTS
400 WASHINGTON AVENUE, ROOM 148
TOWSON, MD 21204

INVOICE
Kenwood
12/14/2021

ATTN:

RE: Traffic Calming Devices
Contract #RFB B-593

fy-22

Kenwood Ave Removal

Line Item	Description	Unit	Quantity		Total
1	Remove and Replace Conc. Sidewalk	SF		\$ 8.43	\$ -
2	New Conc. Sidewalk	SF		\$ 8.43	\$ -
3	F&I 7" Stamped Ped Ramp	SF		\$ 10.54	\$ -
4	Remove and Replace Conc. C&G	LF		\$ 31.62	\$ -
5	New Conc. C&G	LF		\$ 31.62	\$ -
6	Valley Gutter, New	SF		\$ 10.54	\$ -
7	Driveway Apron 7" R&R	SF		\$ 11.59	\$ -
8	PVC Drain 3" F&I	LF		\$ 24.24	\$ -
9	CR-6 Stone, Sub-Base	Ton		\$ 31.62	\$ -
10	SuperPave 9.5MM	Ton	31.11	\$ 158.10	\$ 4,918.49
11	Saw Cut Full Depth	LF		\$ 4.74	\$ -
12	Top Soil	CY		\$ 31.62	\$ -
13	Class 1A Excavation	CY	16.30	\$ 52.70	\$ 859.01
14	Speed Hump Flat Top Profile	Ton		\$ 263.50	\$ -
15	Concrete Paving Mix 6	SF		\$ 11.59	\$ -
16	Temporary Striping Tape	LF		\$ 3.16	\$ -
17	Adj Exist. Utilities Under 18"	Ea		\$ 421.60	\$ -
18	Adj Exist. Utilities Over 18"	Ea		\$ 474.30	\$ -
19	Minor Milling	SY	36.67	\$ 21.08	\$ 773.00
20	Mulch	SY		\$ 31.62	\$ -
21	Plantings "European Hornbeam"	Ea		\$ 400.52	\$ -
22	Colored and Imprinted Roadway Concrete (7")	Ea		\$ 21.08	\$ -
23	Colored and Imprinted Roadway Concrete (4")	Ea		\$ 15.81	\$ -
24	Mobilization	Ea	1.00	\$ 2.11	\$ 2.11
25	Paver 4" x 8" x 2-3/8"	Sf		\$ 12.65	\$ -
26	Signs	Ea		\$ 1.05	\$ -
27	Speed Hump Marking	Ea		\$ 368.90	\$ -
28	Crosswalk Markings	SF	162.00	\$ 18.97	\$ 3,073.14
29	Markings Removal	LF		\$ 2.11	\$ -

Total

\$ 9,625.75

Exhibit 9

Baltimore County - My Neighborhood



Required Signatures

#928 _____

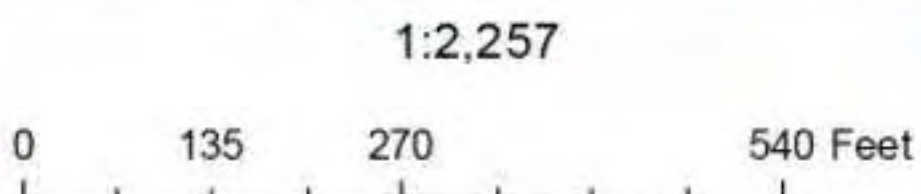
#941 _____

#908 _____



Traffic Calming
Susquehanna Ave.

Date: 7/2021
Dwg No. TC - 463



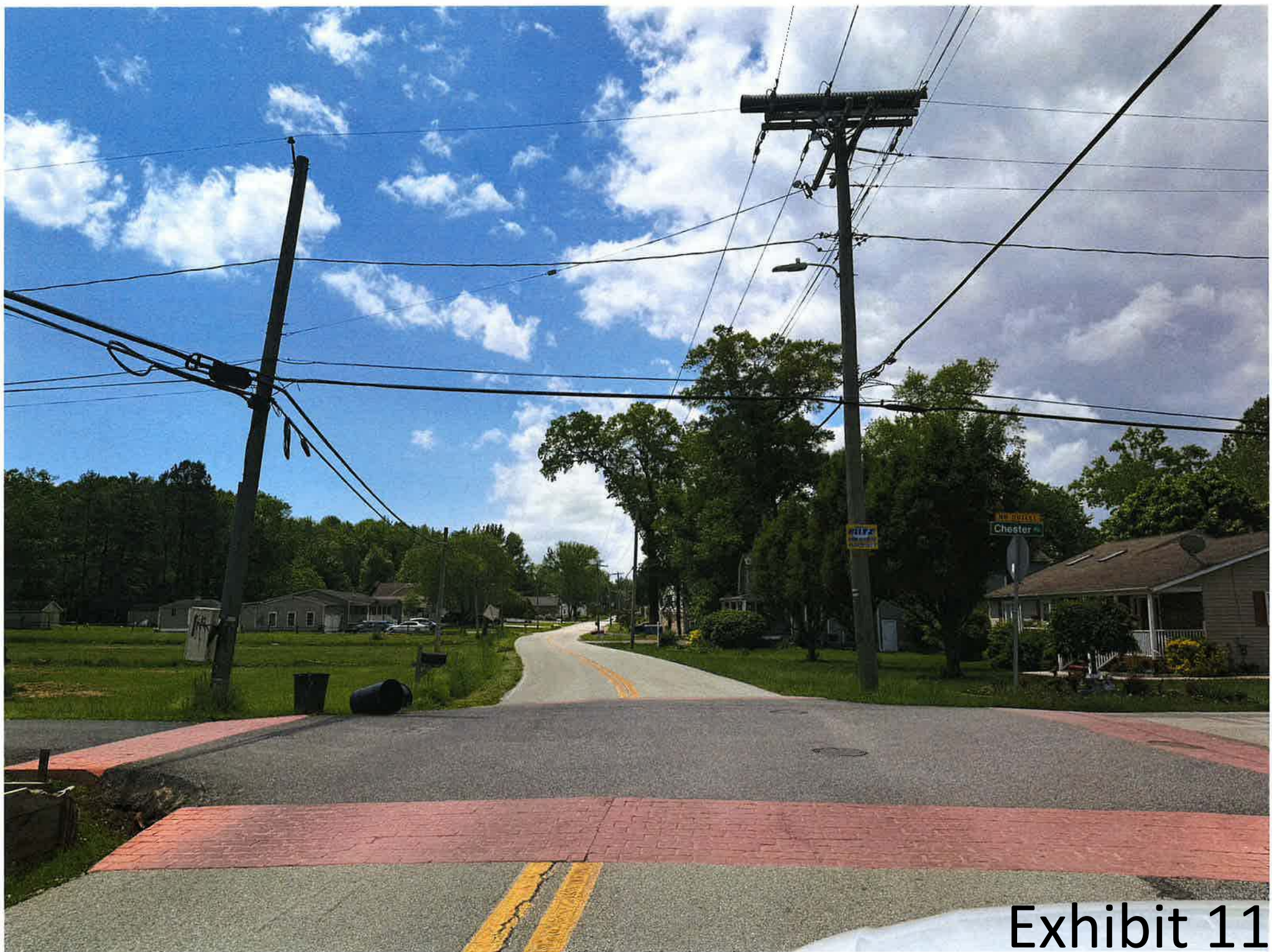


Exhibit 11



OLNEY MASONRY, CORPORATION

6701 AMMENDALE ROAD
BELTSVILLE, MD 20705
301-937-3200 FAX 301-937-4366

BALTIMORE COUNTY
OFFICE OF BUDGET & FINANCE
OBF-DISBURSEMENTS
400 WASHINGTON AVENUE, ROOM 148
TOWSON, MD 21204

Invoice
10/11/2021
Susquehanna

ATTN:

RE: Traffic Calming Devices
Contract #RFB B-593

fy - 22

Susquehanna Ave

Line Item	Description	Unit	Quantity		Total
1	Remove and Replace Conc. Sidewalk	SF		\$ 8.43	\$ -
2	New Conc. Sidewalk	SF		\$ 8.43	\$ -
3	F&I 7" Stamped Ped Ramp	SF		\$ 10.54	\$ -
4	Remove and Replace Conc. C&G	LF		\$ 31.62	\$ -
5	New Conc. C&G	LF		\$ 31.62	\$ -
6	Valley Gutter , New	SF		\$ 10.54	\$ -
7	Driveway Apron 7" R&R	SF		\$ 11.59	\$ -
8	PVC Drain 3" F&I	LF		\$ 24.24	\$ -
9	CR-6 Stone, Sub-Base	Ton		\$ 31.62	\$ -
10	SuperPave 9.5MM	Ton		\$ 158.10	\$ -
11	Saw Cut Full Depth	LF	267.00	\$ 4.74	\$ 1,265.58
12	Top Soil	CY		\$ 31.62	\$ -
13	Class 1A Excavation	CY	19.78	\$ 52.70	\$ 1,042.41
14	Speed Hump Flat Top Profile	Ton	35.00	\$ 263.50	\$ 9,222.50
15	Concrete Paving Mix 6	SF		\$ 11.59	\$ -
16	Temporary Striping Tape	LF		\$ 3.16	\$ -
17	Adj Exist. Utilities Under 18"	Ea		\$ 421.60	\$ -
18	Adj Exist. Utilities Over 18"	Ea	4.00	\$ 474.30	\$ 1,897.20
19	Minor Milling	SY	18.67	\$ 21.08	\$ 393.56
20	Mulch	SY		\$ 31.62	\$ -
21	Plantings "European Hornbeam"	Ea		\$ 400.52	\$ -
22	Colored and Imprinted Roadway Concrete (7")	SF	534.00	\$ 21.08	\$ 11,256.72
23	Colored and Imprinted Roadway Concrete (4")	SF		\$ 15.81	\$ -
24	Mobilization	Ea	1.00	\$ 2.11	\$ 2.11
25	Paver 4" x 8" x 2-3/8"	Sf		\$ 12.65	\$ -
26	Signs	Ea	2.00	\$ 1.05	\$ 2.10
27	Speed Hump Marking	Ea	1.00	\$ 368.90	\$ 368.90
28	Crosswalk Markings	SF		\$ 18.97	\$ -
29	Markings Removal	LF		\$ 2.11	\$ -

Total

\$ 25,451.08

Exhibit 12

Baltimore County - My Neighborhood



Required Signatures

#422 _____

#526 _____

#529 _____

#715 _____

#716 _____

#811 _____

#813 _____

#814 _____

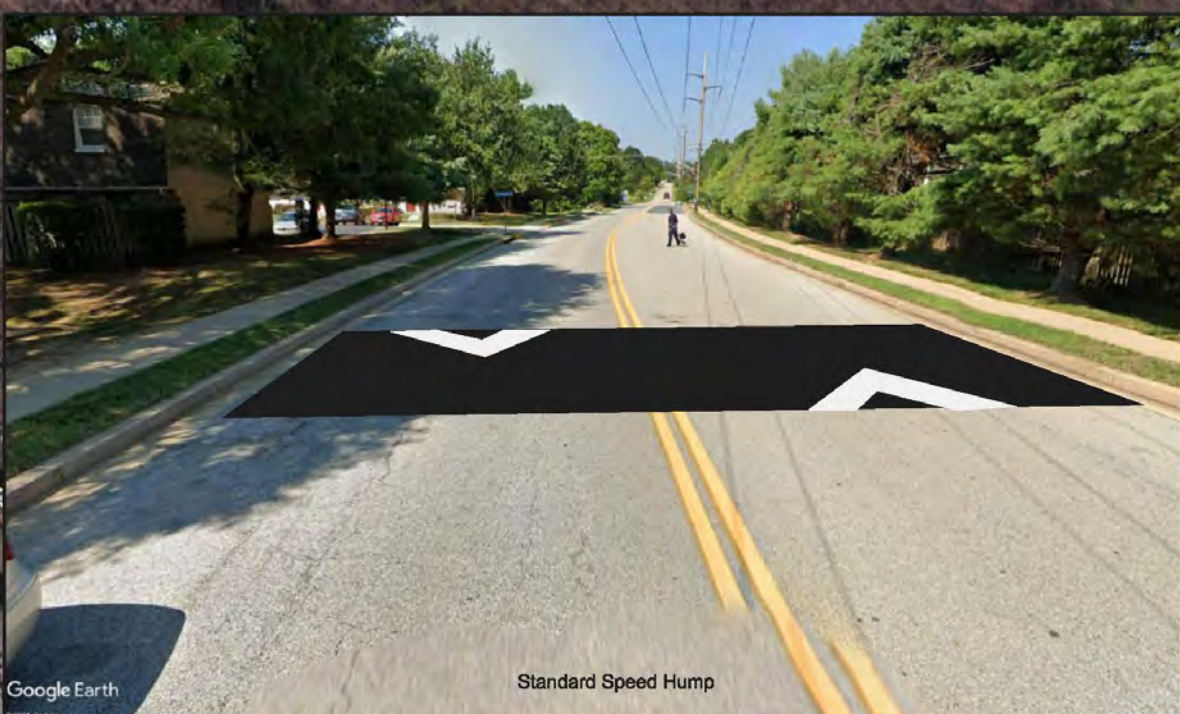
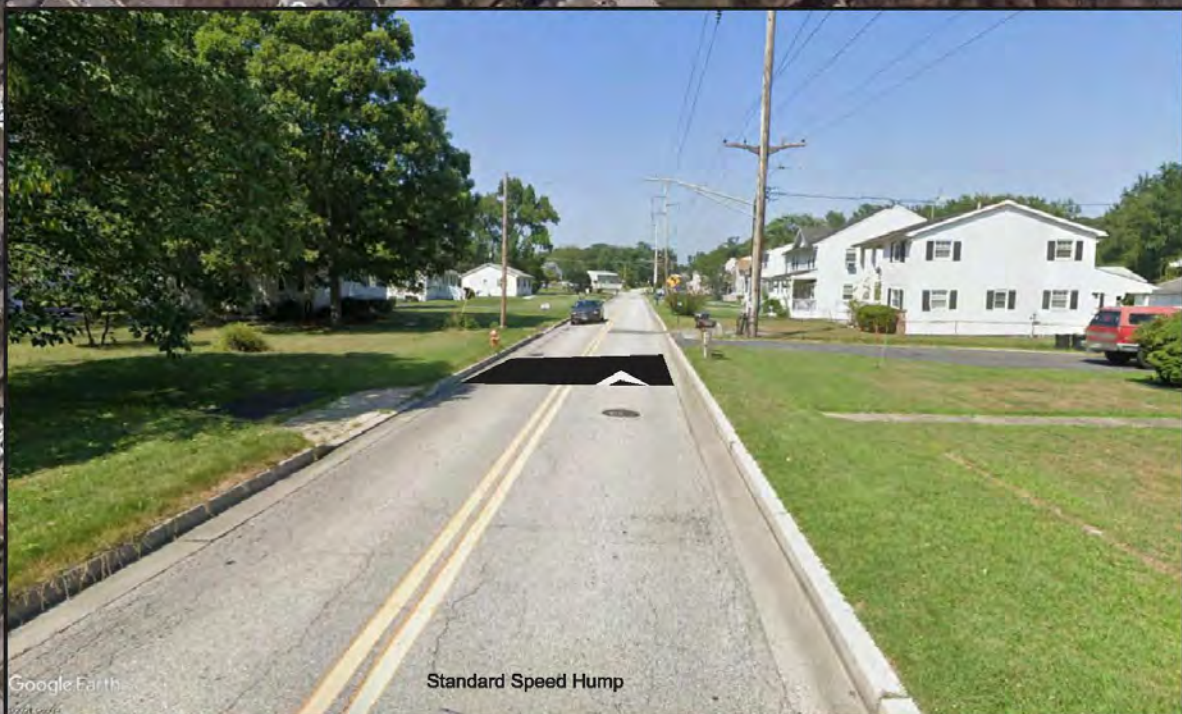
#901 _____

#936 _____

#937 _____

#1016 _____

#1017 _____



Traffic Calming
Wampler Rd.

Date: 6/2021
Dwg No. TC-456

1:4,514
Exhibit 13
0 295 590 1,180 Feet
June 14, 2021

~~REC 10008076~~
 PO 10006453 - 1
 REC 10034640
 TC
 4/3

OLNEY MASONRY, CORPORATION
 6701 AMMENDALE ROAD
 BELTSVILLE, MD 20705
 301-937-3200 FAX 301-937-4366

BALTIMORE COUNTY
 OFFICE OF BUDGET & FINANCE
 OBF-DISBURSEMENTS
 400 WASHINGTON AVENUE, ROOM 148
 TOWSON, MD 21204

Invoice
 Wampler
 3/16/2023
 PO 10006453

ATTN:

RE: Traffic Calming Devices
 Contract #RFB B-593

fy-23
 Wampler Road

Line Item	Description	Unit	Quantity		Total
1	Remove and Replace Conc. Sidewalk	SF		\$ 8.43	\$ -
2	New Conc. Sidewalk	SF		\$ 8.43	\$ -
3	F&I 7" Stamped Ped Ramp	SF		\$ 10.54	\$ -
4	Remove and Replace Conc. C&G	LF		\$ 31.62	\$ -
5	New Conc. C&G	LF		\$ 31.62	\$ -
6	Valley Gutter, New	SF		\$ 10.54	\$ -
7	Driveway Apron 7" R&R	SF		\$ 11.59	\$ -
8	PVC Drain 3" F&I	LF		\$ 24.24	\$ -
9	CR-6 Stone, Sub-Base	Ton		\$ 31.62	\$ -
10	SuperPave 9.5MM	Ton		\$ 158.10	\$ -
11	Saw Cut Full Depth	LF		\$ 4.74	\$ -
12	Top Soil	CY		\$ 31.62	\$ -
13	Class 1A Excavation	CY		\$ 52.70	\$ -
14	Speed Hump Flat Top Profile	Ton	95.69	\$ 263.50	\$ 25,214.32
15	Concrete Paving Mix 6	SF		\$ 11.59	\$ -
16	Temporary Striping Tape	LF		\$ 3.16	\$ -
17	Adj Exist. Utilities Under 18"	Ea		\$ 421.60	\$ -
18	Adj Exist. Utilities Over 18"	Ea	1.00	\$ 474.30	\$ 474.30
19	Minor Milling	SY	193.62	\$ 21.08	\$ 4,081.51
20	Mulch	SY		\$ 31.62	\$ -
21	Plantings "European Hornbeam"	Ea		\$ 400.52	\$ -
22	Colored and Imprinted Roadway Concrete (7")	SF		\$ 21.08	\$ -
23	Colored and Imprinted Roadway Concrete (4")	SF		\$ 15.81	\$ -
24	Mobilization	Ea	1.00	\$ 2.11	\$ 2.11
25	Paver 4" x 8" x 2-3/8"	SF		\$ 12.65	\$ -
26	Signs	Ea	2.00	\$ 1.05	\$ 2.10
27	Speed Hump Marking	Ea	9.00	\$ 368.90	\$ 3,320.10
28	Crosswalk Markings	SF		\$ 18.97	\$ -
29	Markings Removal	LF		\$ 2.11	\$ -

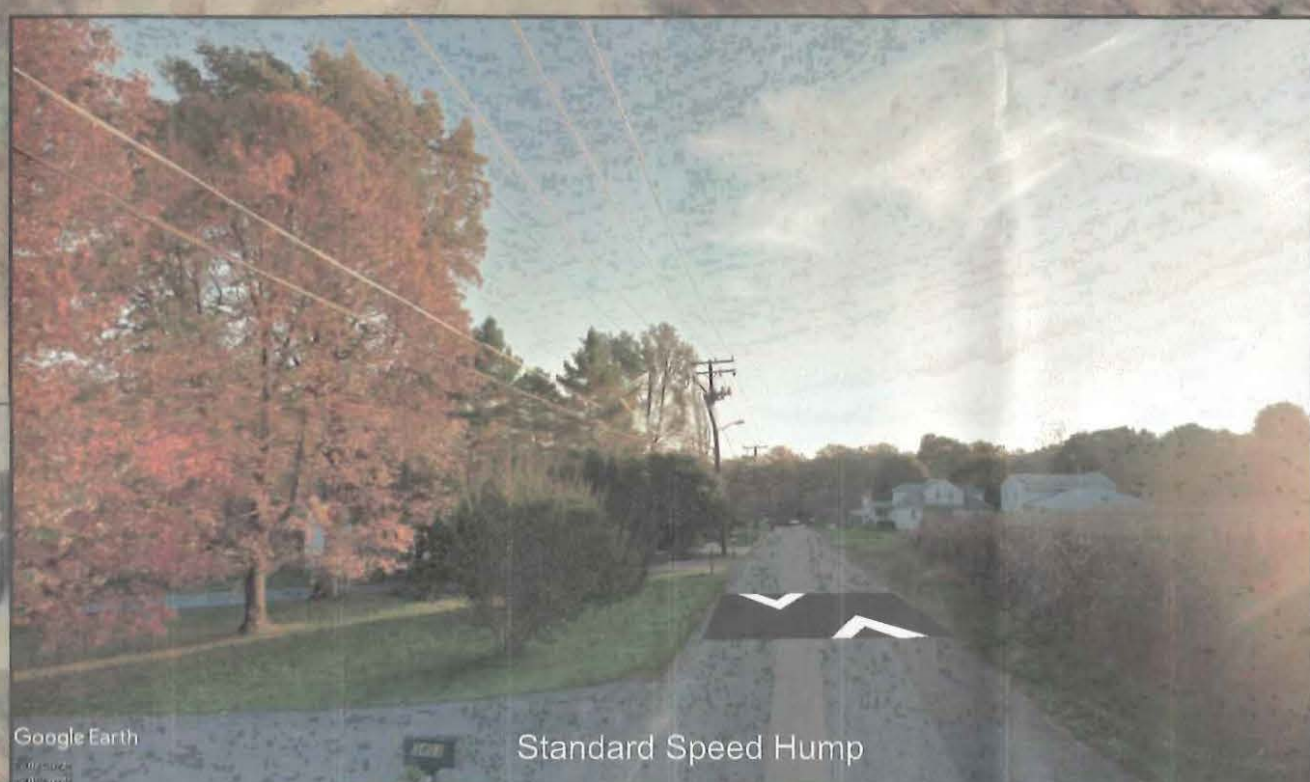
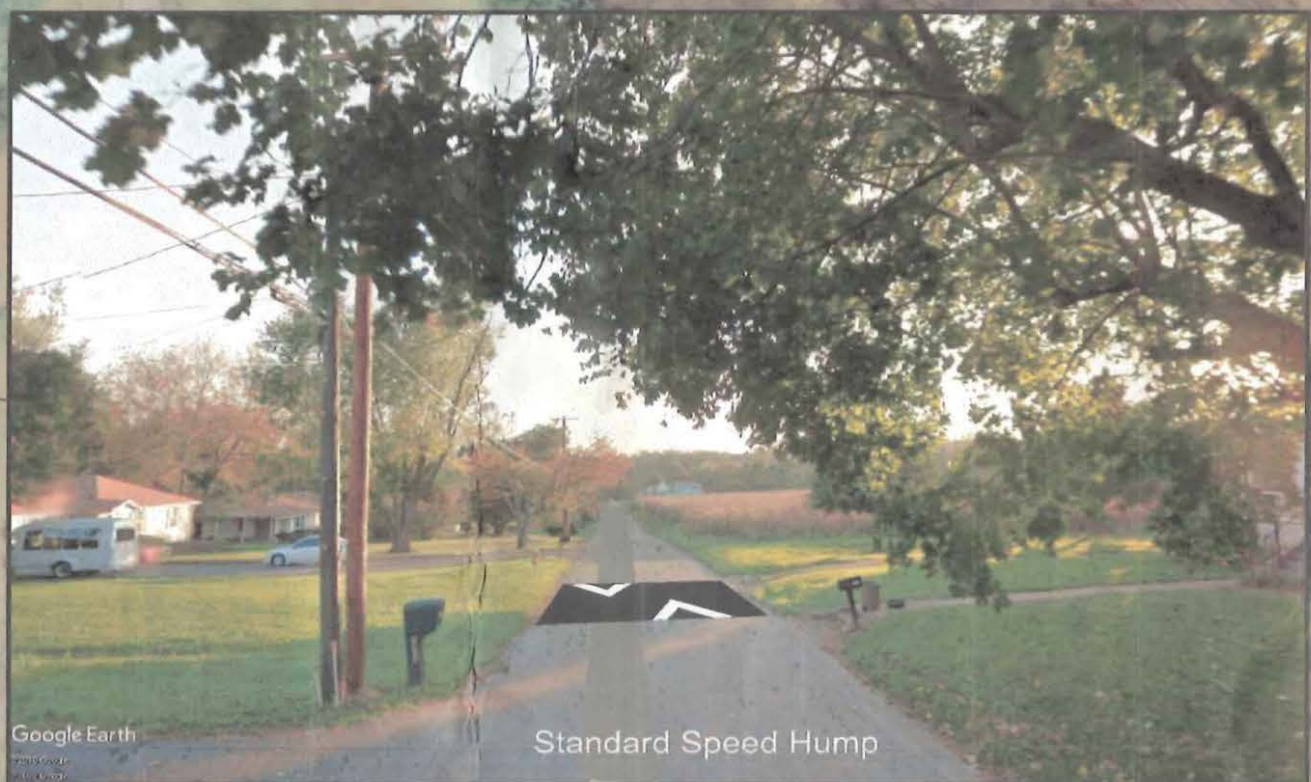
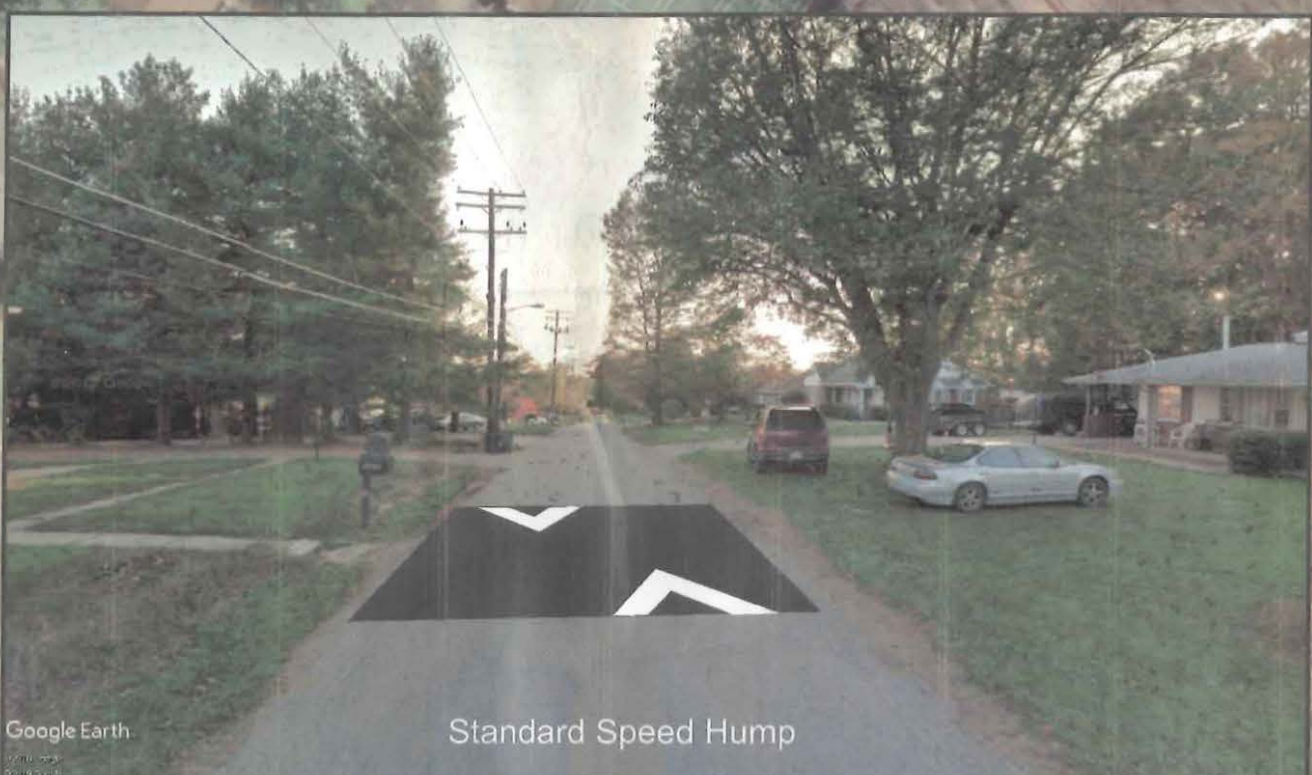
Total

\$ 33,094.44

Scf

Required Signatures

#3403 [Redacted]
#3410 [Redacted]
#3413 D.D. Answer The Doc ✓
#3422 [Redacted]
#3503 [Redacted]
#3504 D.D. Answer The Doc ✓



ing

Scale: none

Date: 1/2019
Dwg No. TC - 392

OLNEY MASONRY, CORPORATION

6701 AMMENDALE ROAD
BELTSVILLE, MD 20705
301-937-3200 FAX 301-937-4366

BALTIMORE COUNTY
OFFICE OF BUDGET & FINANCE
OBF-DISBURSEMENTS
400 WASHINGTON AVENUE, ROOM 148
TOWSON, MD 21204

Invoice
10/22/2021

ATTN:

RE: Traffic Calming Devices
Contract #RFB B-593

fy - 22

Line Item	Description	Unit	Quantity		Total
1	Remove and Replace Conc. Sidewalk	SF		\$ 8.43	\$ -
2	New Conc. Sidewalk	SF		\$ 8.43	\$ -
3	F&I 7" Stamped Ped Ramp	SF		\$ 10.54	\$ -
4	Remove and Replace Conc. C&G	LF		\$ 31.62	\$ -
5	New Conc. C&G	LF		\$ 31.62	\$ -
6	Valley Gutter , New	SF		\$ 10.54	\$ -
7	Driveway Apron 7" R&R	SF		\$ 11.59	\$ -
8	PVC Drain 3" F&I	LF		\$ 24.24	\$ -
9	CR-6 Stone, Sub-Base	Ton		\$ 31.62	\$ -
10	SuperPave 9.5MM	Ton		\$ 158.10	\$ -
11	Saw Cut Full Depth	LF		\$ 4.74	\$ -
12	Top Soil	CY		\$ 31.62	\$ -
13	Class 1A Excavation	CY		\$ 52.70	\$ -
14	Speed Hump Flat Top Profile	Ton	32.50	\$ 263.50	\$ 8,563.75
15	Concrete Paving Mix 6	SF		\$ 11.59	\$ -
16	Temporary Striping Tape	LF		\$ 3.16	\$ -
17	Adj Exist. Utilities Under 18"	Ea		\$ 421.60	\$ -
18	Adj Exist. Utilities Over 18"	Ea		\$ 474.30	\$ -
19	Minor Milling	SY	56.00	\$ 21.08	\$ 1,180.48
20	Mulch	SY		\$ 31.62	\$ -
21	Plantings "European Hornbeam"	Ea		\$ 400.52	\$ -
22	Colored and Imprinted Roadway Concrete (7")	SF		\$ 21.08	\$ -
23	Colored and Imprinted Roadway Concrete (4")	SF		\$ 15.81	\$ -
24	Mobilization	Ea	1.00	\$ 2.11	\$ 2.11
25	Paver 4" x 8" x 2-3/8"	Sf		\$ 12.65	\$ -
26	Signs	Ea	2.00	\$ 1.05	\$ 2.10
27	Speed Hump Marking	Ea	3.00	\$ 368.90	\$ 1,106.70
28	Crosswalk Markings	SF		\$ 18.97	\$ -
29	Markings Removal	LF		\$ 2.11	\$ -

Total

\$ 10,855.14

Exhibit 16

OLNEY MASONRY, CORPORATION

6701 AMMENDALE ROAD

BELTSVILLE, MD 20705

301-937-3200 FAX 301-937-4366

BALTIMORE COUNTY

OFFICE OF BUDGET & FINANCE

OBF-DISBURSEMENTS

400 WASHINGTON AVENUE, ROOM 148

TOWSON, MD 21204

Invoice

10/6/2023

ATTN:

RE: Traffic Calming Devices

Contract #RFB B-593

fy-24

Line Item	Description	Unit			Total
1	Remove and Replace Conc. Sidewalk	SF		\$ 8.43	\$ -
2	New Conc. Sidewalk	SF		\$ 8.43	\$ -
3	F&I 7" Stamped Ped Ramp	SF		\$ 10.54	\$ -
4	Remove and Replace Conc. C&G	LF		\$ 31.62	\$ -
5	New Conc. C&G	LF		\$ 31.62	\$ -
6	Valley Gutter , New	SF		\$ 10.54	\$ -
7	Driveway Apron 7" R&R	SF		\$ 11.59	\$ -
8	PVC Drain 3" F&I	LF		\$ 24.24	\$ -
9	CR-6 Stone, Sub-Base	Ton		\$ 31.62	\$ -
10	SuperPave 9.5MM	Ton	7.26	\$ 158.10	\$ 1,147.81
11	Saw Cut Full Depth	LF		\$ 4.74	\$ -
12	Top Soil	CY		\$ 31.62	\$ -
13	Class 1A Excavation	CY	15.00	\$ 52.70	\$ 790.50
14	Speed Hump Flat Top Profile	Ton		\$ 263.50	\$ -
15	Concrete Paving Mix 6	SF		\$ 11.59	\$ -
16	Temporary Striping Tape	LF		\$ 3.16	\$ -
17	Adj Exist. Utilities Under 18"	Ea		\$ 421.60	\$ -
18	Adj Exist. Utilities Over 18"	Ea		\$ 474.30	\$ -
19	Minor Milling	SY	48.00	\$ 21.08	\$ 1,011.84
20	Mulch	SY		\$ 31.62	\$ -
21	Plantings "European Hornbeam"	Ea		\$ 400.52	\$ -
22	Colored and Imprinted Roadway Concrete (7")	SF		\$ 21.08	\$ -
23	Colored and Imprinted Roadway Concrete (4")	SF		\$ 15.81	\$ -
24	Mobilization	Ea	1.00	\$ 2.11	\$ 2.11
25	Paver 4" x 8" x 2-3/8"	SF		\$ 12.65	\$ -
26	Signs	Ea	1.00	\$ 1.05	\$ 1.05
27	Speed Hump Marking	Ea		\$ 368.90	\$ -
28	Crosswalk Markings	SF		\$ 18.97	\$ -
29	Markings Removal	LF		\$ 2.11	\$ -

Total

\$ 2,953.31

Exhibit 17

Baltimore County - My Neighborhood



OLNEY MASONRY, CORPORATION

6701 AMMENDALE ROAD
BELTSVILLE, MD 20705
301-937-3200 FAX 301-937-4366

BALTIMORE COUNTY
OFFICE OF BUDGET & FINANCE
OBF-DISBURSEMENTS
400 WASHINGTON AVENUE, ROOM 148
TOWSON, MD 21204

Invoice
10/4/2021
Schroeder

ATTN:

RE: Traffic Calming Devices
Contract #RFB B-593

fy-22

Schroeder Ave

Line Item	Description	Unit	Quantity		Total
1	Remove and Replace Conc. Sidewalk	SF		\$ 8.43	\$ -
2	New Conc. Sidewalk	SF		\$ 8.43	\$ -
3	F&I 7" Stamped Ped Ramp	SF		\$ 10.54	\$ -
4	Remove and Replace Conc. C&G	LF		\$ 31.62	\$ -
5	New Conc. C&G	LF		\$ 31.62	\$ -
6	Valley Gutter , New	SF		\$ 10.54	\$ -
7	Driveway Apron 7" R&R	SF		\$ 11.59	\$ -
8	PVC Drain 3" F&I	LF		\$ 24.24	\$ -
9	CR-6 Stone, Sub-Base	Ton		\$ 31.62	\$ -
10	SuperPave 9.5MM	Ton		\$ 158.10	\$ -
11	Saw Cut Full Depth	LF		\$ 4.74	\$ -
12	Top Soil	CY		\$ 31.62	\$ -
13	Class 1A Excavation	CY		\$ 52.70	\$ -
14	Speed Hump Flat Top Profile	Ton	37.12	\$ 263.50	\$ 9,781.12
15	Concrete Paving Mix 6	SF		\$ 11.59	\$ -
16	Temporary Striping Tape	LF		\$ 3.16	\$ -
17	Adj Exist. Utilities Under 18"	Ea		\$ 421.60	\$ -
18	Adj Exist. Utilities Over 18"	Ea		\$ 474.30	\$ -
19	Minor Milling	SY	78.22	\$ 21.08	\$ 1,648.88
20	Mulch	SY		\$ 31.62	\$ -
21	Plantings "European Hornbeam"	Ea		\$ 400.52	\$ -
22	Colored and Imprinted Roadway Concrete (7")	Ea		\$ 21.08	\$ -
23	Colored and Imprinted Roadway Concrete (4")	Ea		\$ 15.81	\$ -
24	Mobilization	Ea	1.00	\$ 2.11	\$ 2.11
25	Paver 4" x 8" x 2-3/8"	Sf		\$ 12.65	\$ -
26	Signs	Ea	2.00	\$ 1.05	\$ 2.10
27	Speed Hump Marking	Ea	4.00	\$ 368.90	\$ 1,475.60
28	Crosswalk Markings	SF		\$ 18.97	\$ -
29	Markings Removal	LF		\$ 2.11	\$ -

Total

\$ 12,909.81



KATHERINE A. KLAUSMEIER
County Executive

D'ANDREA L. WALKER
County Administrative Officer

October 22, 2025

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

RE: OIG Investigative Report – Case No. 25-012

Dear Ms. Madigan:

Thank you for bringing this matter to our attention. I have reviewed the findings as described throughout the case report. It should be noted that the Employee mentioned in the report is no longer an employee of Baltimore County.

Compliance with the Americans with Disabilities Act (ADA) is discussed throughout the OIG Investigation. Page 3 of the report highlights the Federal Law on ADA stating “Effect on Existing Pedestrian Facilities. These guidelines do not address existing pedestrian facilities unless the pedestrian facilities are altered...”. During interviews with the OIG related to this report, DPWT explained that adding a crosswalk does not alter an existing sidewalk or lack thereof. Many of the example photos shown by the OIG during the interview process were locations where there is no existing sidewalk, and therefore no existing ADA ramp. The County did not alter the existing lack of sidewalk and therefore did not add ramps to a non-existent sidewalk.

When DPWT installs new or replacement sidewalk, ADA ramps are always added. There are neighborhoods where BCPS has assigned walking zones that do not have sidewalks, children still need to cross the street, in these situation the addition of a crosswalk increases student safety and driver awareness. The exhibit #3, #5, and #6 of the report show neighborhoods without existing sidewalks.

Additionally, outside of the Urban Rural Demarcation Line (URDL), sidewalks are not required by the County. One of the examples shown by the OIG was a school outside of the URDL where there are no sidewalks, hence none were added.

In response to the ADA Coordinator's statement regarding the location of the non-compliance on Compass Road at Radial Avenue, we have investigated the site and determined that there is adequate right-of-way, and a landing area will be constructed in coordination with the Bureau of Highways. This installation will be performed by June 1, 2026 as we are approaching colder months and the schedule for the on-call contractor is fully committed.

In response to the ADA Coordinator's statement regarding the location of the non-compliance on Compass Road at Cord Street, we have investigated the site and determined that there is adequate right-of-way, however there are existing drainage features that may prohibit the placement of receiving ramps. According to *R202.3 Existing Physical Constraints*, alternations to existing features for compliance are required where achievable. Due to the existing drainage facilities on either side of the intersection where the raised crosswalk was installed, pedestrian ramps are not feasible at this location.

In discussion with ADA Coordinator regarding the location of the non-compliance on Susquehanna Avenue at Chester Road, the Coordinator noted the decorative brick trim can be perceived as a crosswalk to pedestrians. The existing roadway is open section, meaning no curb or gutter. In addition, there were no existing crosswalks at this intersection. The raised intersection also does not have any crosswalk markings, nor signage denoting that use. To mediate that concern, we will remove the decorative red brick trim as to prevent the perception of a crosswalk at this location. The ADA Coordinator agreed this would be an appropriate course of action as right-of-way is not available at all four corners of the intersection. The brick trim will be removed by June 1, 2026 as we are approaching colder months and the schedule for the on-call contractor is fully committed.

Several recommendations have been made to the Administration, which are presented along with responses below.

Recommendation: DPWT should conduct a review of all projects completed under the School Safety Initiative. The review should examine the projects for compliance with ADA and County Standards, as well as proper placement near schools.

Response: DPWT will conduct a review of all projects completed under the School Safety Initiative. This review will evaluate ADA compliance, adherence to County standards, and proper placement near schools. This task will be completed by January 31, 2026.

Recommendation: While not addressed in the report, the Office also recommends that DPWT examine the use of the School Safety Initiative funds to ensure all the funds were used for their intended purpose.

Response: A financial review will be conducted to ensure all funds allocated for the School Safety Initiative were used solely for their intended purpose. This task will be completed by January 31, 2026.

Recommendation: There should be increased training on ADA compliance for inspectors and employees whose job duties intersect with the ADA.

Response: Staff currently participate in ongoing training sessions provided by the State of Maryland and the Maryland Transportation Technology Transfer (MDT2) Center. These sessions are conducted on a regular basis to ensure personnel remain informed of current standards and practices. Staff will continue to participate in future trainings as they become available to maintain compliance with state and federal ADA requirements. The Department of Public Works and Transportation (DPWT) Safety and Training Division will coordinate with the MDT2 Center to arrange ADA specific training for employees involved in or responsible for inspecting ADA related projects. This training will be coordinated by Spring of 2026.

Recommendation: *There should be a review of the recently installed traffic calming measures for consistency and adherence to the Program's state business process*

Response: Under our updated policy, all incoming applications and previously approved projects that are intended for construction are reviewed closely to ensure compliance with program requirements (including petitions, studies, and plans).

Recommendation: *Formal policies and procedures should be established for the unit. They should include guidelines for decision-making within the unit, internal and external communication and retention of records related to traffic calming applications.*

Response: Draft policies and procedures have been developed internally and reviewed by a third-party consultant. These policies formalize the requirements for decision making, communication, and record retention. The updated program manual will be posted on the County website by December 31, 2025.

Recommendation: *There needs to be increased communication between the Unit and other DPWT units before and during traffic calming projects to optimize the County resources and ensure compliance with local, state and federal laws.*

Response: Coordination protocols are being strengthened to ensure that the Traffic Calming Unit collaborates with other DPWT divisions during all phases of project development. Since the retirement of the Program Manager for the Traffic Calming Program, this vacant position was moved from the Bureau of Transportation to the Bureau of Engineering & Construction. To ensure projects are handled with the appropriate expertise, specific responsibilities have been reassigned. Public requests for Traffic Calming will continue to be submitted to the Bureau of Transportation for review against program standards. If a request meets the criteria for speed humps, it will remain with Transportation. However, if the requested location requires more complex structural improvements such as roundabouts, bump-outs, or similar measures, the project will be transferred to the Bureau of Engineering & Construction for implementation.

Recommendation: *The Division should consider adopting the most recent version of the program manual, which implemented recommendations from an outside consultant. The Division has this updated version since December 2024. Currently there are two different version of the Program manual on the County's website – December 2022 and August 2024.*

Response: The updated manual will be posted by December 31, 2025.

Again, thank you for reaching out regarding this matter. [REDACTED]

[REDACTED] Should any outcomes from those discussions affect this report or our response, please inform us accordingly. If you have questions or need further clarification, please feel free to contact me.

Sincerely,



D'Andrea L. Walker
County Administrative Officer

cc: James R. Benjamin, Jr., County Attorney
Elizabeth J. Irwin, Acting County Auditor
Lauren Buckler, Director, Department of Public Works and Transportation
Renee Coleman, Director, Office of Human Resources