March 8, 2022

TO:

Health, Environment, and Technology Committee

I am herein reporting on City Council Resolution 21-0082R introduced by Council Members Conway, Bullock, Middleton, Porter, Torrence, President Mosby, Council Members Ramos, Burnett, Cohen, and Glover.

The purpose of the Resolution is to request that the City Administrator, the Deputy City Administrator, each of the Deputy Mayors, the Chief Data Officer, the Director of the Office of Performance and Innovation, the Director of the Baltimore City Office of Information and Technology, and the heads of Data Driven Strategies and Performance Management from each city agency, come before the Council to discuss the current state of data collection, evaluation, and how the tenets of CityStat are used to address internal process issues to help close service delivery gaps.

The Department of Public Works is an active participant in the monthly Data Governance meetings facilitated by the Mayor's Chief Data Officer, examining everything from data quality to what can be provided on the Open Baltimore website. The Department also participates in CleanStat every two weeks, comparing available resources with performance on Service Requests for Cleaning and High Grass and Weeds, Dirty Streets, Dirty Alleys, Boarding, Street Sweeping, and Collection Routes. Internally, the Department continues to evaluate data captured and recorded, and the value of various datasets in operational and service-driven decisions. Some examples of internal efforts are listed below.

- Gathering Data – Work orders are basic tools used for assigning tasks and gathering and detailing field conditions, work performed, and time and materials needed to complete the tasks. These documents also provide maintenance histories of areas and for specific infrastructure. To be certain that relevant data is collected in a consistent manner, the Department continues to review and refine the format of its work orders to standardize reporting language with drop-down menus, and identify the mandatory fields that will not allow work orders to be closed if this key information is missing.

- Managing Data – DPW was recently awarded a grant from the Civic Innovators Program, receiving valuable assistance in creating a high-level management and production dashboard for the Utility Maintenance Division of the Bureau of Water/Wastewater. The dashboard, broken down by the Division's sections, is structured to display deployments of people and resources for this 24/7 operation. The dashboard can also provide managers with monthly and yearly comparison analyses and workload trends.

- Visualizing Data – Interactive mapping is a useful and quick management tool to visually see where work is taking place, and the status of that work. Interactive maps have been created for field staff to appropriately respond to critical work, and verify they are responding to the appropriate location. Supervisors can also verify asset conditions prior to deployment of field staff, to ensure the appropriate staff and equipment is deployed. The Department currently has three public-facing interactive maps available on its website: Sanitary Sewer Overflows, Water Main Breaks, and Biweekly Recycling and Weekly Trash Collection Schedules. These maps may be found by clicking on this link: https://publicworks.baltimorecity.gov/interactive-maps

- Tracking Data – Routing software is a recent acquisition for the Bureau of Solid Waste, and is being used to plan, manage, and track solid waste collection by Routine Service crews. Since starting the contract, hardware has been installed, staff has been trained, routes have been digitized, and route optimization studies are in progress. At this time, two projects are underway: route optimization finalization; and integration with the 311 Salesforce system (the system that generates work orders). A similar process is underway for the recycling collection crews. Drivers use this system to set themselves up with the correct route and vehicle. The system then records and transmits the vehicle's location, travel path, and route completions status to a platform-portal. Should a service issue prevent a stop from being completed, the driver is able to report the service issue into the system.

Representatives of the Department of Public Works will attend the hearing on City Council Resolution 21-0082R to assist the Committee with any questions or requests for information that may be expressed at that time.

Jason W. Mitchell

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Director

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