

Introduced by: Councilmember Pinkett

*Donsey, Bullock, Henry, Brown, McCreary, Stokes, Reisinger, Schuiter, Costello, SNGED, Clark, Scott*

Prepared by: Department of Legislative Reference

Date: September 4, 2019

Referred to: BUDGET AND APPROPRIATIONS Committee

Also referred for recommendation and report to municipal agencies listed on reverse.

CITY COUNCIL 19-0163R

A RESOLUTION ENTITLED

A COUNCIL RESOLUTION concerning

**Informational Hearing: "Closed Means Closed" – Clarifying 311 Services' Approach to Resolving Requests**

FOR the purpose of inviting representatives from 311 Services, the Department of Public Works, the Department of Transportation, and the Department of Housing and Community Development, the Department of Recreation and Parks, BGE, and the Mayor's Office of Performance and Innovation to appear before the City Council to discuss the effectiveness of 311 resolving complaints and referring tasks to other agencies.

*Mayor Clark*  
*[Large signature]*  
*Edward Henry*  
*Dan McCreary*  
*Robert Stokes*  
*[Signature]*  
*C.V. Hunt*

**\*\*The introduction of an Ordinance or Resolution by Councilmembers at the request of any person, firm or organization is a courtesy extended by the Councilmembers and not an indication of their position.**

**Agencies**

- Baltimore City Public School System
- Baltimore Development Corporation
- City Solicitor
- Comptroller's Office
- Department of Audits
- Department of Finance
- Department of General Services
- Department of Housing and Community Development
- Department of Human Resources
- Department of Planning
- Other: *311 Service Center*
- Other: *Baltimore City Information Technology*
- Other: *Mayor's Office of Performance and Innovation*
- Department of Public Works
- Department of Real Estate
- Department of Recreation and Parks
- Department of Transportation
- Fire Department
- Health Department
- Mayor's Office of Employment Development
- Mayor's Office of Human Services
- Mayor's Office of Information Technology
- Office of the Mayor
- Police Department
- Board of Estimates
- Board of Ethics
- Board of Municipal and Zoning Appeals
- Comm. for Historical and Architectural Preservation
- Commission on Sustainability
- Employees' Retirement System
- Other:
- Other:
- Other:
- Other:
- Other:
- Other:
- Environmental Control Board
- Fire & Police Employees' Retirement System
- Labor Commissioner
- Parking Authority Board
- Planning Commission
- Wage Commission

**Boards and Commissions**

- Board of Estimates
- Board of Ethics
- Board of Municipal and Zoning Appeals
- Comm. for Historical and Architectural Preservation
- Commission on Sustainability
- Employees' Retirement System
- Other:
- Other:
- Other:
- Other:
- Other:
- Environmental Control Board
- Fire & Police Employees' Retirement System
- Labor Commissioner
- Parking Authority Board
- Planning Commission
- Wage Commission



**CITY OF BALTIMORE  
COUNCIL BILL 19-0163R  
(Resolution)**

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Introduced by: Councilmembers Pinkett, Dorsey, Bullock, Henry, Burnett, Cohen, McCray,  
Stokes, Reisinger, President Scott, Councilmembers Schleifer, Clarke, Sneed, Costello  
Introduced and read first time: September 9, 2019  
Assigned to: Budget and Appropriations Committee

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Committee Report: Favorable  
Adopted: October 28, 2019

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**A COUNCIL RESOLUTION CONCERNING**

**1 Informational Hearing: “Closed Means Closed” – Clarifying 311 Services’ Approach to**  
**2 Resolving Requests**

**3 FOR the purpose of inviting representatives from 311 Services, the Department of Public Works,**  
**4 the Department of Transportation, and the Department of Housing and Community**  
**5 Development, the Department of Recreation and Parks, BGE, and the Mayor’s Office of**  
**6 Performance and Innovation to appear before the City Council to discuss the effectiveness of**  
**7 311 resolving complaints and referring tasks to other agencies.**

**8 Recitals**

**9 Baltimore pioneered the use of centralized call centers for non-emergency complaints, as the**  
**10 first city to launch a 311 service in 1996, that went on to serve as a nationwide model. The**  
**11 expansion of 311 to include a much broader range of services around the turn of the century,**  
**12 under Mayor Martin O’Malley, and the introduction of a free 311 smartphone app for reporting**  
**13 and tracking service requests continued Baltimore’s path-breaking role in the field. During its**  
**14 existence, the 311 system has created over 13,000,000 service requests on behalf of Baltimore**  
**15 City residents, businesses, and visitors.**

**16 However, citizens still raise concerns about the efficiency of 311’s centralized complaint**  
**17 system and their ability to track the City’s progress towards resolving complaints. Some feel that**  
**18 the current system does not provide sufficient transparency as to who is responsible for a**  
**19 particular complaint or exactly what has been done to “close” a service request. In other**  
**20 instances, citizens are simply not made aware of what tools are available for tracking service**  
**21 requests and are left in the dark about the results of their calls.**

**22 All of this raises the simple question – is 311 working? How many service requests are**  
**23 satisfactorily resolved and how many instead go unanswered or are “closed” by the system but**  
**24 then require follow-up requests by residents who aren’t satisfied by the initial response? When**  
**25 service requests are referred to other City agencies, are customers connected to the proper people**  
**26 at those agencies to follow-up on their requests? Does 311 Services make repeated efforts, if**  
**27 necessary, to determine whether agencies have fulfilled service requests? If 311 Services directs**  
**28 a service request to the wrong agency, does it have a system in place so that similar service**  
**29 requests will be reported to the correct agency in the future? The City Council is interested in**  
**30 learning the answers to these and similar questions at an informational hearing.**

EXPLANATION: Underlining indicates matter added by amendment.  
~~Strike-out~~ indicates matter stricken by amendment.

**Council Bill 19-0163R**

1        **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BALTIMORE,** That the  
2 Baltimore City Council invites representatives from 311 Services, the Department of Public  
3 Works, the Department of Transportation, the Department of Housing and Community  
4 Development, the Department of Recreation and Parks, BGE, and the Mayor's Office of  
5 Performance and Innovation to appear before the City Council to discuss the effectiveness of 311  
6 resolving complaints and referring tasks to other agencies.

7        **AND BE IT FURTHER RESOLVED,** That a copy of this Resolution be sent to the Director of 311  
8 Services, Director of the Department of Public Works, Director of the Department of  
9 Transportation, the Commissioner of the Department of Housing and Community Development,  
10 the City Arborist, BGE's Vice President of Support Services, the Director of the Mayor's Office  
11 of Performance and Innovation, and the Mayor's Legislative Liaison to the City Council.

# BALTIMORE CITY COUNCIL BUDGET AND APPROPRIATIONS COMMITTEE VOTING RECORD

DATE: Oct. 24, 2019

RESOLUTION #: 19-0163R

BILL TITLE: Informational Hearing: "Closed Means Closed" – Clarifying 311 Services' Approach to Resolving Requests

MOTION BY: Mc Middleton      SECONDED BY: McCray


- FAVORABLE                       FAVORABLE WITH AMENDMENTS  
 UNFAVORABLE                       WITHOUT RECOMMENDATION

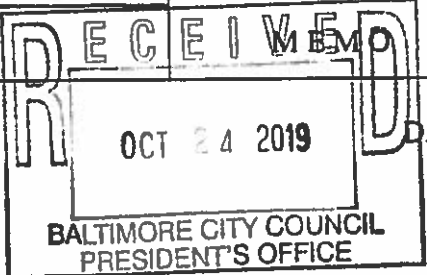
NAME	YEAS	NAYS	ABSENT	ABSTAIN
Costello, Eric - Chair	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pinkett, Leon - Vice Chair	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Henry, Bill	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
McCray, Danielle	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Middleton, Sharon	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schleifer, Isaac	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sneed, Shannon	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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<b>TOTALS</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>1</b>

CHAIRPERSON: Eric T. Costello, E.T. Costello

COMMITTEE STAFF: Marguerite M. Currin, Initials: M.M.C.



FROM	NAME & TITLE	Steve Sharkey, Director	CITY of BALTIMORE	
	AGENCY NAME & ADDRESS	Department of Transportation (DOT) 417 E Fayette Street, Room 527		
	SUBJECT	City Council Bill 19-0163R		



TO: Mayor Bernard C. "Jack" Young  
TO: Budget & Appropriations Committee  
FROM: Department of Transportation  
POSITION: Support  
RE: Council Bill – 19-0163R

DATE: 10/22/19

**INTRODUCTION** – Informational Hearing: “Closed Means Closed” - Clarifying 311 Services’ Approach to Resolving Requests

**PURPOSE/PLANS** – For the purpose of inviting representatives from 311 Services, the Department of Public Works, the Department of Transportation, and the Department of Housing and Community Development, the Department of Recreation and Parks, BGE, and the Mayor’s Office of Performance and Innovation to appear before the City Council to discuss the effectiveness of 311 resolving complaints and referring tasks to other agencies.

**COMMENTS** – As the agency responsible for Baltimore City’s roads, footways, alleys and city-owned right-of-way, the Baltimore City Department of Transportation (DOT) is heavily impacted by citizen initiated service requests via Baltimore City’s 311 system. Currently, there are 55 unique service request options that are specifically linked to Baltimore City DOT. The fifty-five service requests are assigned to individual Divisions within Baltimore City DOT based on the nature of the request for service. To date, there are roughly 11,500 open service requests assigned to Baltimore City DOT. A breakdown by Division is provided below:

**Transportation Engineering & Construction (TEC) Division**

Division Service Request Categories: 3

Division Open Service Requests: 6461

Division Description: DOT’s TEC Division manages the engineering design and construction administration of capital improvement projects (CIP) for the agency. Division 311 service requests include alley & footway complaints and reconstruction. Street repairs and road resurfacing projects that exceed the capabilities of DOT’s Maintenance Division are rerouted and assigned to the TEC Division.

**Right of Way (ROW) Division**

Division Service Request Categories: 2

Division Open Service Requests: 0

Division Description: The Right of Way Division provides right-of-way permits, special events permits, street vendor licenses, minor privileges, easements and other agreements that allow usage of the City’s roads, alleys, and sidewalks. Division 311 service requests include right-of-way permits as well as street & mobile vendor licensing complaints. DOT’s Youth Snow Program related SRs are categorized under the ROW Division due to sidewalks being in the public right-of-way.

F





## **Automated Traffic Violation Enforcement System (ATVES) Division**

**Division Service Request Categories: 2**

**Division Open Service Requests: 150**

**Division Description:** DOT's ATVES Division manages Baltimore City's automated red light, speed, and truck camera program. Division 311 service requests include ombudsman review of automated camera citations as well as requests for new automated camera locations.

## **Conduit Division**

**Division Service Request Categories: 1**

**Division Open Service Requests: 1**

**Division Description:** The Conduit Division is responsible for the operation, maintenance and construction of Baltimore City's over 700 mile underground municipal conduit network. The 311 service request assigned for this agency is tied to conduit repairs. Depending on the nature of repairs required, this request can at times be referred to other entities including the Baltimore City Department of Public Works or private companies such as Veolia.

## **Maintenance Division**

**Division Service Request Categories: 27**

**Division Open Service Requests: 1945**

**Division Description:** The Maintenance Division is responsible for managing Baltimore's network of over 72,000 street lights as well as road maintenance and facility repairs to our city's infrastructure. DOT's Maintenance Division is comprised of ten sections and an internal milling & paving operation. With over 27 SR options, the Maintenance Division handles a variety of different citizen generated requests including snow removal on city streets, potholes, crosswalk striping, street light repairs and more. Depending on the nature of repairs required, Maintenance Division inspectors work to determine whether or not requests have been properly assigned. The reassignment of SRs from the Maintenance Division to the TEC Division or Baltimore Gas & Electric is a common occurrence.

## **Safety Division**

**Division Service Request Categories: 3**

**Division Open Service Requests: 491**

**Division Description:** The Safety Division provides transportation enforcement services to Baltimore City residents, businesses, and visitors to ensure safe traffic flow and curbside parking availability. Division SRs are primarily focused on parking related complaints and violations, such as the city's 48 hour parking rule and bus lane enforcement.



## **Traffic Division**

Division Service Request Categories: 12

Division Open Service Requests: 1035

Division Description: The Traffic Division is responsible for providing an efficient and safe flow of vehicular, pedestrian, and bicycle traffic. Division SRs include requests for new crosswalks, new traffic signals, new signage, traffic calming, traffic studies, and changes to individual traffic signal timing. The Traffic Division works with a variety of other DOT Divisions, including ATVES, Maintenance and TEC to successfully close out various citizen generated requests.

## **Towing Division**

Division Service Request Categories: 1

Division Open Service Requests: 0

Division Description: The Towing Division is responsible for removing abandoned and illegally parked vehicles. The unit also operates the city's impound lot and manages the storage and disposal of thousands of abandoned vehicles annually. Citizens can call 311 to have DOT's Towing Division remove abandoned vehicles.

## **Youth Senior Snow Program**

Program Service Request Categories: 3

Program Open Service Requests: 1257

Program Description: DOT's Youth / Senior Snow Program provides Baltimore City senior citizens the opportunity to register their property to have snow removed on their sidewalks by Baltimore City youth. Baltimore City youth who register and participate receive a stipend for their services. To date 739 city seniors and 518 city youth have registered to participate in the program for the 2019 / 2020 winter season.

**AGENCY/DEPARTMENT POSITION** – The Department of Transportation supports City Council Resolution 19-0163R.

If you have any questions, please do not hesitate to contact Liam Davis via email at [Liam.Davis@baltimorecity.gov](mailto:Liam.Davis@baltimorecity.gov) or by phone (410) 545-3207.

Sincerely,



Steve Sharkey  
Director





## Memorandum

To: The Honorable President and Members of the Baltimore City Council  
Budget and Appropriations Committee

From: Dan Hymowitz, Director, Mayor's Office of Performance and Innovation

Date: October 20, 2019

Re: City Council Bill 19-0163R

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The Mayor's Office of Performance and Innovation (OPI) has reviewed City Council Bill 19-0163R and looks forward to hearing from the City Council about the specific issues identified in this bill as well as to discuss the effectiveness of 311 at resolving complaints and referring tasks to City agencies.

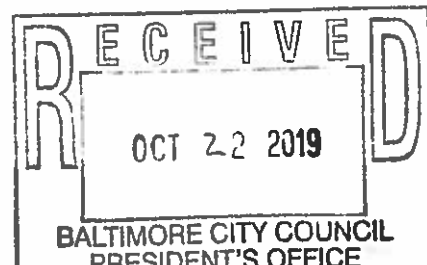
OPI believes that there are ways to make 311 even more useful to residents, including by improving how information is communicated through 311. For instance, in some cases, the language used by 311 could more clearly describe the status of a resident's request and could clarify that a request may require multiple steps or multiple agencies prior to resolution.

OPI sees this in our work with city agencies to improve cleanliness throughout the City. OPI regularly convenes DPW and DHCD for CleanStat and through our work with leadership at each of these agencies OPI has identified opportunities to provide clarity and transparency to citizens about 311 requests:

- Working with DHCD to adapt the messages residents receive from 311 related to two Code Enforcement requests. This new language will clarify that an inspection has occurred, and that the cleaning request has been forwarded to DPW. We expect this change to be in place in the next few weeks.
- The development of a CleanStat dashboard that will be available to all residents. Using service request data, the dashboard will help residents better understand the City's cleaning operations and performance and will illustrate the multi-step process for cleaning-related service requests – including target timelines for completion. We will communicate with the City Council a timeline around its release.

We look forward to hearing from members of this committee during this hearing about specific issues of concern and discussing potential improvements with the goal of delivering better service to Baltimore residents.

*Comments*







CITY OF BALTIMORE

BERNARD C. "JACK" YOUNG  
Mayor



DEPARTMENT OF LAW  
ANDRE M. DAVIS, CITY SOLICITOR  
100 N. HOLLIDAY STREET  
SUITE 101, CITY HALL  
BALTIMORE, MD 21202

October 22, 2019

The Honorable President and Members  
of the Baltimore City Council  
Attn: Executive Secretary  
Room 409, City Hall  
100 N. Holliday Street  
Baltimore, Maryland 21202

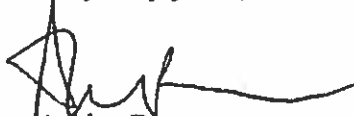
Re: City Council Bill 19-0163R – Informational Hearing – Closed Means  
Closed

Dear President and City Council Members:

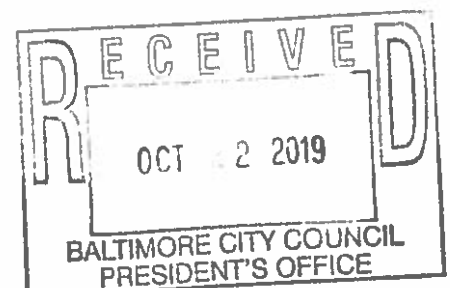
The Law Department has reviewed City Council Bill 19-0163R for form and legal sufficiency. This resolution is for the purpose of inviting representatives from 311 Services, the Department of Public Works, the Department of Transportation, and the Department of Housing and Community Development, the Department of Recreation and Parks, BGE, and the Mayor's Office of Performance and Innovation to appear before the City Council to discuss the effectiveness of 311 resolving complaints and referring tasks to other agencies.

A resolution is an appropriate way for the City Council of Baltimore to conduct an investigative hearing. *See, e.g., Inlet Assocs. v. Assateague House Condominium*, 313 Md. 413, 428 (1988). Therefore, the Law Department approves this Resolution for form and legal sufficiency.

Very truly yours,

  
Ashlea Brown  
Assistant Solicitor

cc: Andre M. Davis, City Solicitor  
Matthew Stegman, Mayor's Office of Government Relations  
Caylin Young, Director of Legislative Services  
Elena DiPietro, Chief Solicitor  
Victor Tervalva, Chief Solicitor  
Hilary Ruley, Chief Solicitor







**Response to Council Bill 19-0163 R  
 "Closed Means Closed" - Clarifying 311 Services' approach to resolving requests**

**Submitted by 3-1-1 One Call Center**

311 was originally implemented in the City of Baltimore in conjunction with the Department of Justice in 1996 to determine if instituting a non-emergency number would reduce calls and free up 911 to take "true" emergencies.

In 2001 the city created a professional call center expanding 311 to city service request to increase customer satisfaction and use the data from 311 to measure the performance and the successfulness of service delivery from the agencies.

311 is the intake center for requests. The call center monitors call center and customer service metrics to ensure the call center is providing excellent customer service. These metrics include but are not limited to the average hold time, the average answer times as well as the abandonment rate. Along with a stringent monitoring program, 311 delivers excellent customer service to all callers.

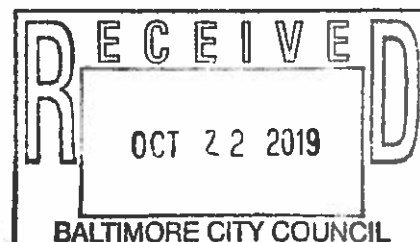
The partnership between 311 and city agencies require the agencies to follow a process to track customer responsiveness by utilizing our CRM tool (Salesforce) to track the progress of every request. Once the service request is entered in the system by 311 the agency is then responsible for providing the service and closing the service request in the system. The service level is tracked to determine if the service requests was completed by the agency in accordance with the service level agreement (SLA) specified by the agency.

311 has always used the phrase "closed means closed" to indicate that the service requested is complete and the customer's request has been totally resolved. It is imperative regardless of the agency process to get the request done, that they do not close the request before it is done. 311 does not close requests, it is the responsibility of the agency to determine what needs to be done, how the work will be done, inspect the work to ensure it is done and then close the request.

**Is 311 working?**

- 311 provides customer service – agencies provide service delivery
- Your telephone call is answered professionally in a timely fashion providing excellent customer service
- Your request is recorded and tracked by a neutral agency
- 311's answer rate is well above industry standards
- Our goal is to answer 90% of our calls under 30 seconds which is measured in real time and reviewed daily
- 311 works by providing exceptional customer service

*Comments*









**When service requests are referred to other city agencies are customers connected to the proper people at those agencies to follow up on their request?**

The system was configured in partnership with every agency. During this process we met with each agency and walked through the SOP for each service request. From this exercise we developed scripts for 311. After intake the service requests are routed to the appropriate agency queue to be worked and closed by the agency.

**Does 311 services make repeated efforts, if necessary, to determine whether agencies have fulfilled service requests?**

Given 311 agents are not in the field we are unable to monitor the progress or completion of the service request. Our processes rely on the agencies for this information. Service requests that require more than one step, should be updated by the agency to allow 311 to communicate any notes or progress until the job is complete.

**If 311 service directs a service request to the wrong agency, does it have a system in place so that similar service requests will be reported to the correct agency in the future?**

The 311 Customer Service Agent interprets what the customer is requesting from the description given. It is very rare that a 311 agent will put the incorrect service request in the system. However, if an agency determines that the service request belongs with another agency, they should use the proper process to transfer the request to the appropriate agency. If a service request needs attention from two or more separate agencies, the proper process would be to link the original service request to the next agency that has to perform that task. The service request should not be closed by the first agency it should either be transferred or linked to prevent a premature closing and to prevent the customer from receiving an email indicating the work was complete.

**How many service requests are satisfactorily resolved and how many instead go unanswered or are closed by them system but then require follow up request by residents who aren't satisfied by the initial response?**

For the period January 1, 2019 – October 3, 2019 83% of service request across all agencies were entered as closed on time. We cannot track if service requests were closed improperly or before the work was completed.

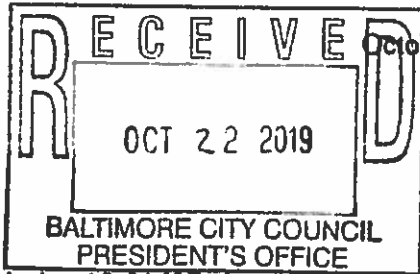
For additional information or questions, please contact Lisa Allen at [Lisan.Allen@baltimorecity.gov](mailto:Lisan.Allen@baltimorecity.gov).



<b>FROM</b>	NAME & TITLE	Rudolph S. Chow, P.E. Director	CITY of BALTIMORE  <b>MEMO</b>
	AGENCY NAME & ADDRESS	Department of Public Works 600 Abel Wolman Municipal Building	
	SUBJECT	City Council Resolution 19-0163R	



**TO:**  
Budget and Appropriations Committee



October 18, 2019

**INTRODUCTION**

I am herein reporting on City Council Resolution 19-0163R introduced by Council Members Pinkett, Dorsey, Bullock, Henry, Burnett, Clarke, Cohen, McCray, Stokes, Reisinger, President Scott, Council Members Schleifer, Clarke, Sneed, and Costello.

**PURPOSE**

The purpose of the Resolution is to invite representatives from 311 Services, the Departments of Public Works, Transportation, Housing and Community Development, Recreation and Parks, BGE, and the Mayor's Office of Innovation to appear before the Council to discuss the effectiveness of 311 resolving complaints and referring tasks to other agencies.

**BRIEF HISTORY**

Baltimore's 311 system was initiated in 1996 as a means to provide a centralized point for non-emergency service calls. Later enhancements to the system allowed for Service Requests (SRs) to be gathered via a free application for smartphones and other electronic devices. Requests for services are assigned to certain categories, which allows 311 call agents to direct those requests to appropriate agencies for their investigation and resolution. The Department of Public Works handles SRs related to its functions under the Bureaus of Water/Wastewater/Stormwater and Solid Waste. The numbers of SRs for certain categories can fluctuate with the seasons, such as water main or water service breaks during severely cold weather.

In general, SR calls generate a referral to the Department via Sales Force to investigate an issue. The results of the investigation are entered into the SR and, if required, one or more "child" work orders are created and assigned to a crew. Once the crew work is completed, the information is entered into the work order and marked as completed. When all child work orders are completed and closed, the parent SR will automatically be closed, as will the Sales Force SR. Some SRs are investigated by other agencies before Public Works receives a referral, as in cases such as illegal dumping or problem vacant properties needing cleaning or boarding. In these cases DHCD performs the investigations. Sales Force sends a work order to DHCD's CHP program. Once the inspection is completed and closed in CHP, a process is followed to generate an SR for Public Works action, and a work order is created in CHP. When the work order is completed by Public Works, it is closed out in CHP, which will then close out the Sales Force SR.

*Comments*



The Honorable President and Members  
of the Baltimore City Council  
October 18, 2019

The Bureau of Solid Waste closed 318,662 SRs in FY19. These SRs included not only reactive work but also proactive cleaning, rat abatement and graffiti removal. The Bureau of Water, Wastewater and Stormwater closed 33,386 SRs in FY19 for such issues as exterior water leaks, low water pressure, damaged storm drain inlets, and leaking hydrants. This SR total does not reflect the number of work orders generated by the SRs.

**AGENCY/DEPARTMENT POSITION**

The Department of Public Works will attend the hearing on this resolution to provide more detailed information and to answer any questions the Council Committee may have on City Council Resolution 19-0163R.

Should the Committee have any questions prior to the hearing, please do not hesitate to contact Ms. Marcia Collins at 410-396-1960, or via email at [Marcia.Collins@baltimorecity.gov](mailto:Marcia.Collins@baltimorecity.gov).

Handwritten signature of Rudolph S. Chow in cursive script, followed by the word "for" in a smaller, simpler font.

Rudolph S. Chow, P.E.  
Director

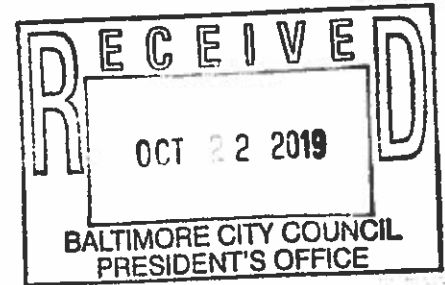
RSC:MMC







BALTIMORE CITY  
DEPARTMENT OF HOUSING &  
COMMUNITY DEVELOPMENT



## MEMORANDUM

To: The Honorable President and Members of the Baltimore City Council  
c/o Natawna Austin, Executive Secretary

From: Michael Braverman, Housing Commissioner 

Date: October 21, 2019

Re: **City Council Bill 19-0163R Informational Hearing: "Closed Means Closed" - Clarifying 311 Services' Approach to Resolving Requests**

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The Department of Housing and Community Development (DHCD) has reviewed City Council Bill 19-0163R for the purpose of inviting representatives from 311 Services, the Department of Public Works, the Department of Transportation, and the Department of Housing and Community Development, the Department of Recreation and Parks, BGE, and the Mayor's Office of Performance and Innovation to appear before the City Council to discuss the effectiveness of 311 resolving complaints and referring tasks to other agencies.

DHCD provides a variety of services for Baltimore City residents. When a complaint comes into the 311 system it is routed to the appropriate agency for investigation. DHCD's Housing Code Enforcement inspectors are the "eyes for the City," they respond to a variety of issues including but not limited to; property code enforcement issues like high grass and weeds, trash and debris, vacant properties and abandoned vehicles on private property. DHCD does not control the outcome of a request but are the first to respond to a complaint. DHCD has 79 Housing Code Enforcement inspectors who respond to 266,000 SRs last year.

DHCD has 10 Special Investigations investigators. They respond to complaints such as; illegal dumping, use permits, zoning enforcement, alarms and property registration. DHCD's Special Investigations inspectors respond to an average of 10,000 SRs a year.

DHCD has reviewed City Council Bill 19-0163R and believes that the terminology used to describe the status of SRs should be updated to more accurately reflect the progress of a request. For instance, rather than "Closed," language such as "Inspected" could be used, along with providing additional resources for tracking the request. DHCD recommends that the Baltimore City Office of Information & Technology and the Mayor's Office of Performance and Innovation lead the effort to upgrade the pioneering 311-service system to more effectively meet the needs of Baltimore City residents.

MB:sm

*Comments*

cc: Mr. Nicholas Blendy, Mayor's Office of Government Relations



# City of Baltimore

City Council  
City Hall, Room 408  
100 North Holliday Street  
Baltimore, Maryland 21202

## Meeting Minutes - Final

### Budget and Appropriations Committee

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Thursday, October 24, 2019

2:30 PM

Du Burns Council Chamber, 4th floor, City Hall

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19-0163R

#### **CALL TO ORDER**

#### **INTRODUCTIONS**

#### **ATTENDANCE**

**Present** 6 - Member Eric T. Costello, Member Leon F. Pinkett III, Member Danielle McCray, Member Sharon Green Middleton, Member Isaac "Yitzy" Schleifer, and Member Shannon Sneed

**Absent** 1 - Member Bill Henry

#### **ITEM SCHEDULED FOR PUBLIC HEARING**

**19-0163R** **Informational Hearing: "Closed Means Closed" - Clarifying 311 Services' Approach to Resolving Requests**

For the purpose of inviting representatives from 311 Services, the Department of Public Works, the Department of Transportation, and the Department of Housing and Community Development, the Department of Recreation and Parks, BGE, and the Mayor's Office of Performance and Innovation to appear before the City Council to discuss the effectiveness of 311 resolving complaints and referring tasks to other agencies.

**Sponsors:** Leon F. Pinkett, III, Ryan Dorsey, John T. Bullock, Bill Henry, Kristerfer Burnett, Zeke Cohen, Danielle McCray, Robert Stokes, Sr., Edward Reisinger, President Brandon M. Scott, Eric T. Costello, Shannon Sneed, Mary Pat Clarke, Isaac "Yitzy" Schleifer

A motion was made by Member Middleton, seconded by Member McCray, that City Council Resolution 19-0163R be recommended favorably. The motion carried by the following vote:

**Yes:** 4 - Member Costello, Member Pinkett III, Member McCray, and Member Middleton

**Absent:** 1 - Member Henry

**Out-Chamber:** 2 - Member "Yitzy" Schleifer, and Member Sneed

#### **ADJOURNMENT**



CITY OF BALTIMORE

BERNARD C. "JACK" YOUNG, Mayor



OFFICE OF COUNCIL SERVICES

LARRY E. GREENE, Director
415 City Hall, 100 N. Holliday Street
Baltimore, Maryland 21202
410-396-7215 / Fax: 410-545-7596
email: larry.greene@baltimorecity.gov

HEARING NOTES

Resolution: 19-0163R

Informational Hearing: "Closed Means Closed" - Clarifying 311 Services' Approach to Resolving Requests

Committee: Budget and Appropriations
Chaired By: Councilmember Eric Costello

Hearing Date: Thursday, October 24, 2019
Time (Beginning): 2:30 PM
Time (Ending): 4:05 PM
Location: Curran Conference Room
Total Attendance: Approximately 80

Committee Members in Attendance:

Eric Costello Isaac "Yitzy" Schleifer
Leon Pinkett Sharon Green Middleton
Danielle McCray Sharon Sneed

Form with checkboxes for: Bill Synopsis in the file?, Attendance sheet in the file?, Agency reports read?, Hearing televised or audio-digitally recorded?, Certification of advertising/posting notices in the file?, Evidence of notification to property owners?, Final vote taken at this hearing?, Motioned by: Councilmember Middleton, Seconded by: Councilmember McCray, Final Vote: Favorable

Major Speakers

(This is not an attendance record.)

- Matthew Stegman, Mayor's Office
Lisa Allen, 311 Call Center
Dan Hymowitz, Mayor's Office of Performance and Innovations

- Jenny Morgan, Department of Recreation and Parks
  - Eric Dihle, Department of Recreation and Parks
  - Liam Davis, Department of Transportation
  - Stephanie Murdock, Department of Housing and Community Development
  - Todd Carter, Baltimore City Information Technology (BCIT)
  - Reginald Moore, Department of Recreation and Parks
  - Marcia Collins, Department of Public Works
  - Jason Hessler, Department of Housing and Community Development
  - Several other representatives from City agencies; names not stated and/or listed
- 

### **Major Issues Discussed**

1. The Chairman informed the attendees about how the hearing would proceed.
2. The primary sponsor of the Resolution talked about his concerns pertaining to the 311 Call Center and showed a brief PowerPoint Presentation which outlined some of his concerns. **A copy is in the bill file.** Some highlights of his conversation were:
  - History of the Call Center
    - Created in 1996
    - Is a national model
  - Talked about the role of the 311 System
  - Concerns:
    - Accuracy of the System
    - Lack of coordination across agencies
    - Once service requests/work orders are closed it should mean the problem have been addressed
    - And, all requests/orders must be addressed immediately!
    - Word orders closed without being completed
  - Comments
    - If I was a constituent, I would begin to think city government don't care; especially if they don't know the do's and don'ts of the city system!
    - Integrity, accountability, etc. should be the way the system works; a system that constituents can trust!
    - Stated, "The purpose for presenting this Resolution was not to bash agencies! The point is: the 311 System helps up and if any deficiencies are within the System we must address them; making sure it is operating in a way it was designed."
3. The representative from the Mayor's Office gave a brief overview of what agencies planned to present at the hearing. He also talked about the history of the 311 System; the types of service requests received and about some of the ways complaints are addressed.
4. Lisa Allen, the 311 Call Center Director began by citing the role, responsibilities and some of the processes of the Call Center. She also talked about the processes for "City Works Sales Force." Thereafter, each agency representative talked about how his/her agency interacted with the 311 Call Center, processes associated with service requests and/or work orders and about their partnerships with other city agencies. Some highlighted topics and/or comments were:

- The importance of how services to residents get delivered (communication and the type of language that is communicated)
- Partnerships within city government
- Upcoming changes and timelines for same
- A representative from the DPW stated that the agency handles a mass number of complaints from the 311 system and gave statistical data about same
- A representative from the DOT stated that their agency handled just under 100,000 service requests last year
- DCHD talked about:
  - Types of enforcement
  - Number of employees available for enforcement
  - Types of requests received
  - Stated – “We look forward to and getting updated language for the 311 System”
- Wastewater Division
  - The Director for this Division stated that they receive so many service requests that it is alarming! “We don’t have staff to keep up! We are struggling!
  - The Director also talked about the role of investigator when addressing complaints.
- Street Failures
  - Sinkholes
    - Concern – service requests for sinkhole repairs are frustrating for residents and councilmembers
    - Suggestion: to create a service request category for sinkholes.
    - Concern: accurately identifying the infrastructure in a timely manner (when a street starts to collapse it could be from a variety of reasons)
    - Water breaks, sewer line breaks, etc.; the residents don’t understand the infrastructure for same.
    - What is currently happening is not working for addressing sinkholes.
    - Representatives from the DOT and the DPW talked about their processes for addressing street repairs
      - We use CCTV for the pipes
      - We listen for leaks
      - Suggestions by DPW Representative:
        - We need to work on a process to cut down on wait time
        - We need to ask more questions from residents (series of questions); anything to help agency to be more effective.
- Owners of Lots (Mowing)
  - What is the Comptroller’s Office involvement in this process?
  - A representative from DHCD talked about the processes used to address service requests and stated that their Department is working with the



Mayor's Office of Performance and Innovation to review how work orders are closed out.

- Work Orders
  - Concerns:
    - Communication lines needs improvement
    - Work orders not going to the correct agency(s)
    - Reluctance of some agencies to do the work needed.
    - Suggestion: Having the status of work orders available online.
      - Comment: What is the purpose of Open Baltimore if the status of work orders is not available?
- 311 System
  - It seems like the System is “a system of competition instead of operation!”
  - We like to hear more about the process for inspections and resolving complaints! Why can't some employees have dual responsibilities?
- Code Enforcement
  - A representative from the DHCD talked about code enforcement guidelines to include citation authority.
  - Is there an alarm system in place to tell if a complaint(s) have surpassed thirty (30) days?
  - Some discussion regarding some of the code enforcers not having adequate technology to do his/her job while out in the field.
  - Technology
    - A committee member talked about the importance of getting updated technology for Inspectors to help expedite his/her job
- Falling Trees
  - What is the process and/or who is involved in these types of complaints?
  - Per a representative from the Department of Recreation and Parks, the Department only respond if a tree(s) is blocking traffic.
- Comments/Closing Remarks/Other Questions/Etc.
  - Per a committee member, “Is there anything that can be done to:
    - Walk people through the processes?
      - Such as:
        - Changing language
        - Having better communication
  - How do we go about resolving these complaints and problems? And, identifying where the gaps are?
  - More information available is just better for people.
  - The 311 System needs adjustments for traffic calming measures
  - We need to improve the System all the way around!
- Remarks from some of the agency representatives:
  - We will work on:
    - Getting better information to people
    - Working on an improved system
    - Getting teams (agencies together) to say how can we do things better; better insight.
    - There will be a whole body of changes underway!

5. Vote taken.

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**Further Study**

Was further study requested?

Yes  No

If yes, describe.

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**Committee Vote:**

E. Costello: ..... **Yea**  
L. Pinkett: ..... **Yea**  
B. Henry: ..... **Absent**  
D. McCray: ..... **Yea**  
S. Middleton: ..... **Yea**  
I. Schleifer: ..... **Out of Chamber**  
S. Sneed: ..... **Out of Chamber**

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*Marguerite M. Currin*

Marguerite M. Currin, Committee Staff

Date: October 28, 2019

cc: Bill File  
OCS Chrono File





## **“Closed Means Closed”**

**Clarifying 311 Services’ Approach to Resolving Requests  
19-0163R**

Thursday, October 24, 2019

Councilman Leon F. Pinkett, III; 7<sup>th</sup> District

Customer  
1700 N SMALLWOOD ST, BC  
Coppin Heights/Ash-Co-East  
Kamberly Dean

**HCD-Sanitation Property**  
10 Calendar Days

Priority Standard  
Status Closed  
SLA Status Met  
Service Reque... HCD\_CODE ENFORCEMENT

Details Service Response +  
SERVICE ACTIVITY  
Service Response • 11AAX-SRVCRESPON

**INTERNAL RESPONSE**

Internal Comments

**EXTERNAL RESPONSE**

Select a Response  
Work order pending

Additional Comments

**REQUEST LOCATION**

ESRI Google

Request Location



City of Baltimore Baltimore County Government, VITA, Esri HERE Garmin

**“WORK ORDER PENDING”**

**STATUS: CLOSED**

# **Exhibit # 1**

**1390 - 1392 W. North Avenue**

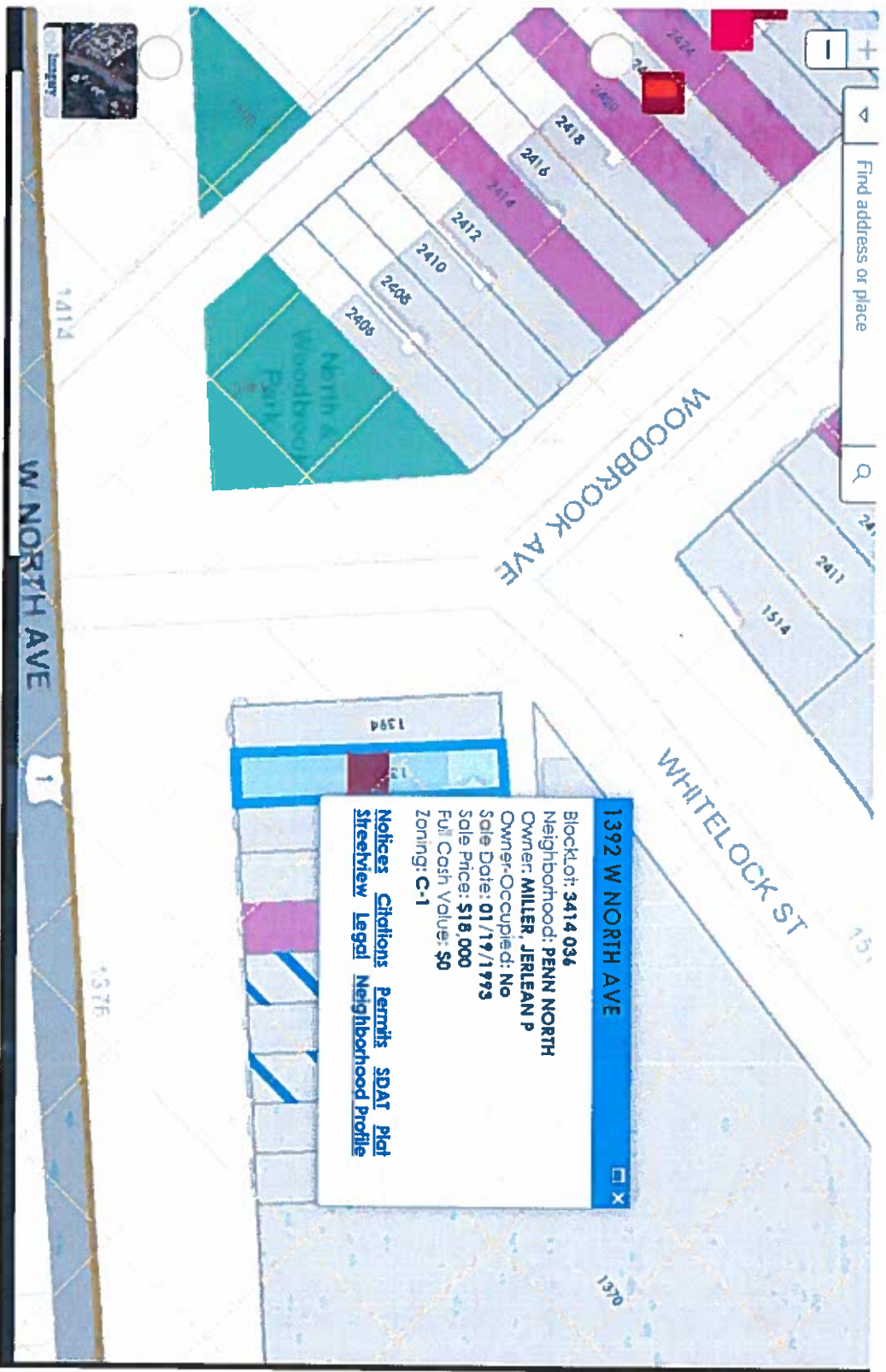
**Vacant properties that need to be boarded in the rear and have  
illegally dumped trash removed**

**Baltimore 311 Service Request Numbers**

**19-00472097**

**19-00615468**





**1392 W NORTH AVE**  
 Block/Lot: **3414 036**  
 Neighborhood: **PENN NORTH**  
 Owner: **MILLER, JERLEAN P**  
 Owner-Occupied: **No**  
 Sale Date: **01/19/1993**  
 Sale Price: **\$18,000**  
 Full Cash Value: **\$0**  
 Zoning: **C-1**

[Notices](#) [Citations](#) [Permits](#) [SDAT](#) [Plot](#)  
[Streetview](#) [Legal](#) [Neighborhood Profile](#)



Image captured from Code Map Baltimore





**AUGUST 9, 2019**



**OCTOBER 23, 2019**



**Rear of  
1390-1392  
W. North  
Avenue**





Create Service R...

1390 w north ave

New Case Creation

19-00615468

1390 w north ave

19-00472097

+

## SW-Boarding

7 Business Days

Service Response

Priority Standard  
Status Closed  
SLA Status Met  
Service Reque... SW\_PROPERTY MANAGEMENT

Status Complete  
Finish Date 8/20/2019 2:30 PM

Assigned To Applied Outcome  
SR closed by agency-specific work management system

Internal Comments  
DateComplete:8/20/2019()

Outcome Response  
Completed by property management

Additional Comments

Order 1.00  
Service Activity Name SACT-01007407

Site Guest User (Customer) to  
one Only sent an email...  
August 20, 2019 at 2:30 PM

altimore thanks you for using the 3-1-1 service.



owner  
1390 W NORTH AVE, Baltim...  
Penn North  
chip chip

Service Activities  
Action Activity  
Edit Service Response

Service Questions  
Action Question  
Edit Block  
Edit Lot  
Edit CDBG Area  
Edit CDBG Contractor  
Edit Vacant Lot  
Go to list (15) »

Resolution Questions  
Action Question  
Block  
Lot

the Post action.

Internal Public More

Site Guest User (Customer) to one Only sent an email... August 20, 2019 at 2:30 PM

altimore thanks you for using the 3-1-1 service.

BALTIMORE 311

1392 W North Ave

Create Service R...

New Case Creation

19-00615468

+



### HCD-Vacant Building

15 Calendar Days

Customer  
1392 W NORTH AVE, Baltim...  
Jenn North  
COUNCILMAN LEON PINKETT

Priority Council  
Status Closed  
SLA Status Met  
Service Reque... HCD\_CODE ENF

19-00615468 SACT-01143651

#### Service Activities

Action Activity	Status
Edit Service Response	Complete

#### Service Questions

Action Question	Answer
Edit Is the building open?	Yes
Edit Where is the building open?	The property is on the rear.
Edit Does it appear as if people are living in the building?	Yes
Edit Is there fire damage?	No
Edit Is there trash & debris at this property?	Do not know

#### Service Response

Status	Finish Date
Complete	9/24/2019 3:53 PM

Assigned To	Applied Outcome
[Redacted]	Work completed

Internal Comments  
(NO CAUSE FOR ACTION-Work order outstanding or pending)  
Outcome Response  
Work order outstanding pending

#### Additional Comments

Order	Service Activity Name
1 00	SACT-01143651

Edit

Public

More

Baltimore Only

September 24, 2019 at 3:58 PM

BALTIMORE 311

Thanks you for using the 3-1-1 service.

Your recent request for a City service – 19-Vacant Building – was recently closed.

# **Exhibit # 2**

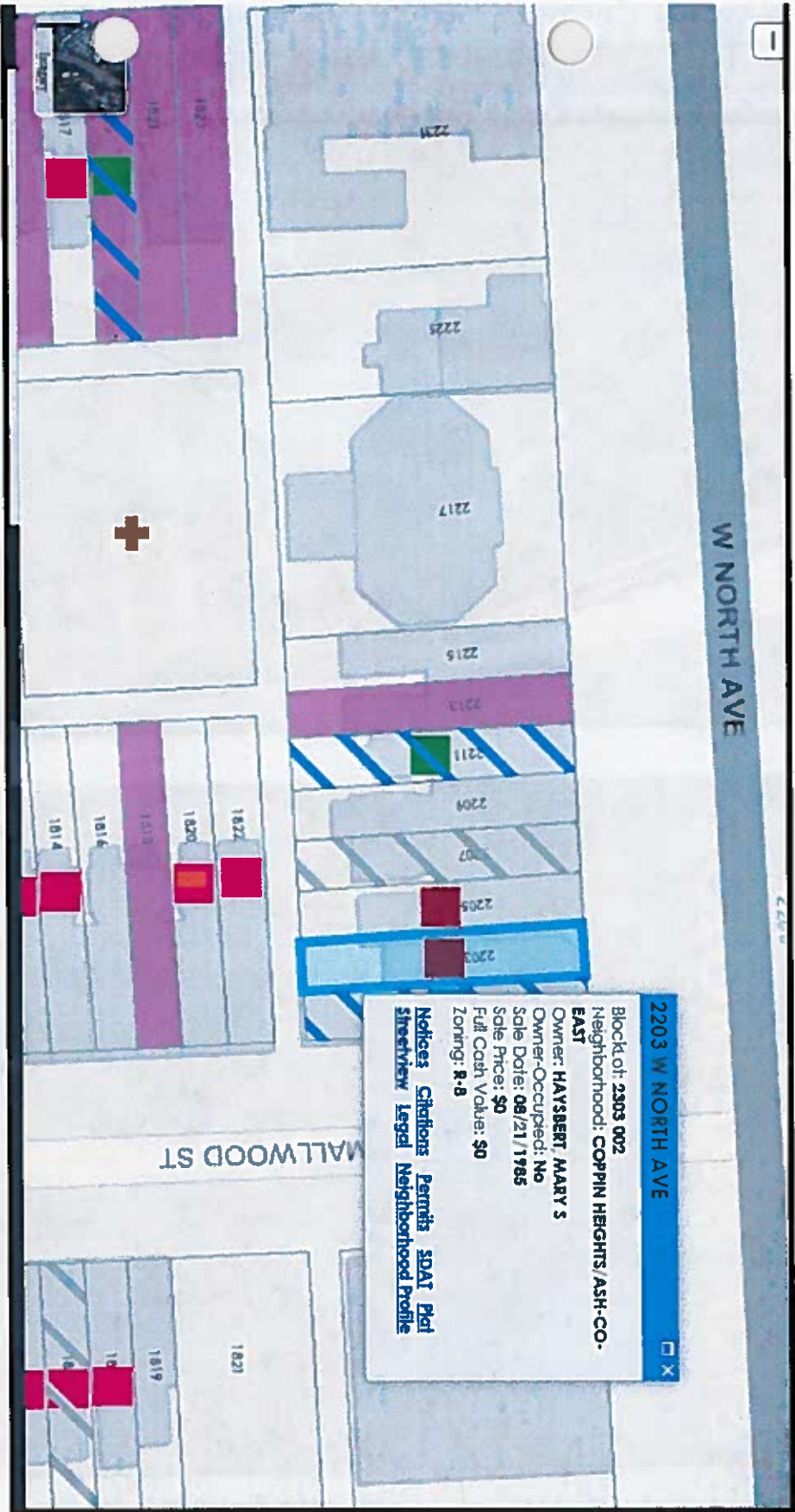
**2203 W. North Avenue**

**Vacant property that has failed porch and illegal dumping**

**Baltimore 311 Service Request Number**

**19-00302237**





2203 W NORTH AVE  
 Block of: 2203 002  
 Neighborhood: COPPIN HEIGHTS/ASH-CO-EAST  
 Owner: HAYSBERT, MARY S  
 Owner-Occupied: No  
 Sale Date: 09/21/1985  
 Sale Price: \$0  
 Full Cash Value: \$0  
 Zoning: R-8  
[Notices](#) [Citations](#) [Permits](#) [SDAT](#) [Plot](#)  
[StreetView](#) [Legal](#) [Neighborhood](#) [Profile](#)



Image captured from Code Map Baltimore



**AUGUST 23, 2019**



**OCTOBER 23, 2019**

**Front of  
2203 W.  
North  
Avenue**





## HCD-Maintenance Structure

15 Calendar Days

2203 W NORTH AVE, Baltim...  
Coppin Heights/Ash-Co-East

Priority: Standard  
Status: Closed  
SLA Status: Met  
Service Request: HCD\_CODE ENFORCEMENT

### Service Activities

Action Activity	Status
Notify Agency Representative	Not Started
Service Response	Complete

### Service Questions

Action Question	Answer
Are there more than 2 dwelling units in the building?	No
Is the roof or building in danger of collapse?	Yes
Is this an interior or exterior concern?	Exterior
Describe concern:	front porch has collapse and is trash sticking out
Can you identify/describe any potential violations?	the basement

SLA Detail: 15 Calendar Days

SLA Status: Met

Expected Start Date/Time: 5/31/2019 10:19 AM

Expected Finish Date/Time: 6/15/2019 10:19 AM

Description of Issue  
Flex Summary: No - Yes - Exterior - front porch has collapse and is trash sticking out the basement  
Description:

Closure Information  
Mass Closure Reason: Service Response  
Closing Activity Label:

Closing Outcome: Work completed  
Closing Response: Referred to another agency

### Location Information

Address: 2203 W NORTH AVE, Baltimore City, 21216  
Place Address: 2203 W NORTH AVE  
Reported Address: 2203 W NORTH AVE, Baltimore City, 21216  
Place Name: COPPIN HEIGHTS/ASH-CO-EAST  
Location Details: Neighborhood: COPPIN HEIGHTS/ASH-CO-EAST, Police District: WESTERN, Zipcode: 21216

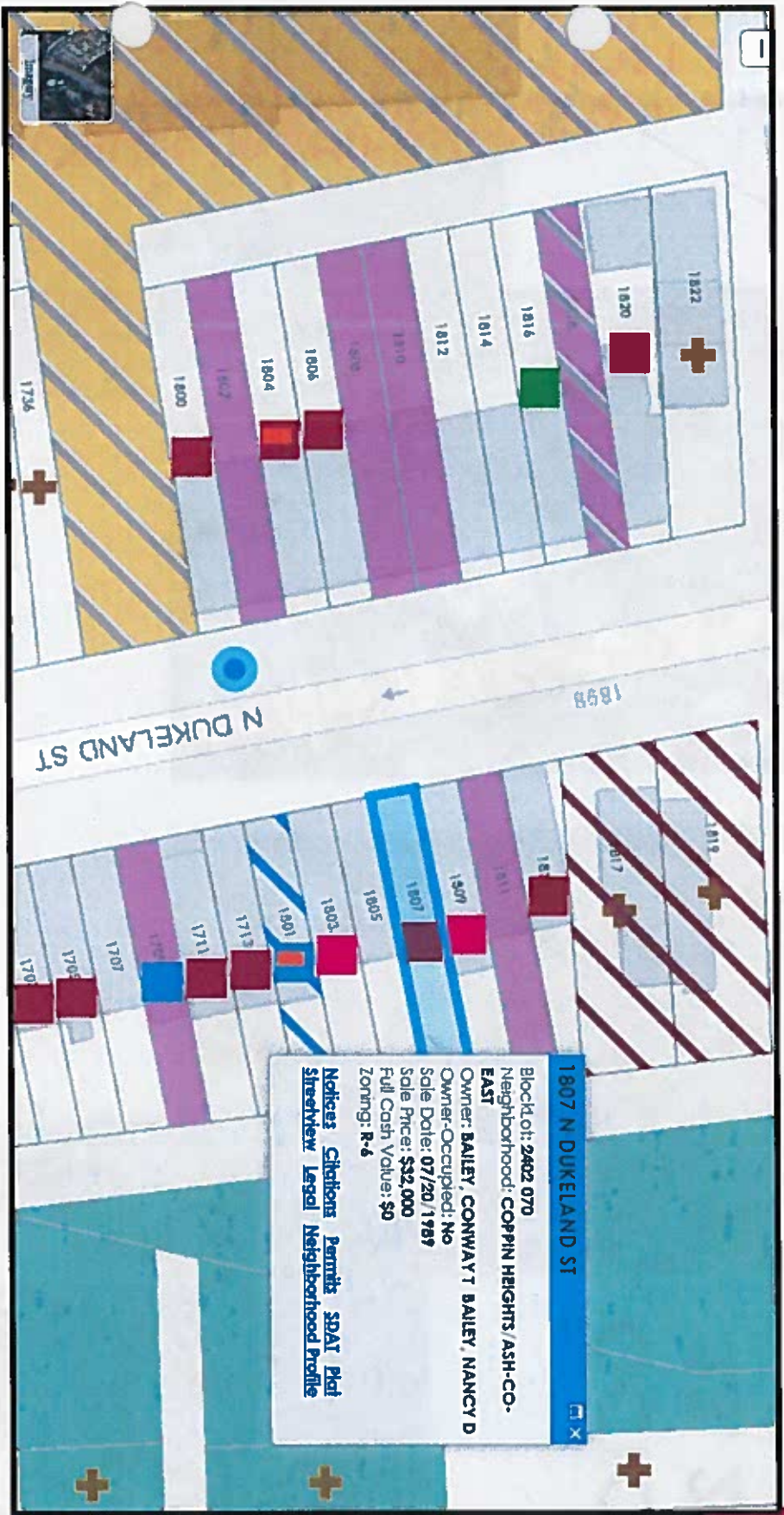
# **Exhibit # 3**

***1807 N. Dukeland Street***

***Vacant property that has failed porch and illegal dumping***

***Baltimore 311 Service Request Number***

***19-00400157***



**1807 N DUKELAND ST**  
 Blocklot: 2402 070  
 Neighborhood: COPPIN HEIGHTS/ASH-CO-EAST  
 Owner: BAILEY, CONWAY T BAILEY, NANCY D  
 Owner-Occupied: No  
 Sale Date: 07/20/1989  
 Sale Price: \$32,000  
 Full Cash Value: \$0  
 Zoning: R-6  
[Notices](#) [Citations](#) [Permits](#) [SDAT](#) [Plot](#)  
[Streetview](#) [Legal](#) [Neighborhood Profile](#)



Image captured from Code Map Baltimore



# SEPTEMBER 3, 2019



14



Front of  
1807 N.  
Dukeland  
Street

# OCTOBER 23, 2019

## HCD-Maintenance Structure

1 DUKELAND ST, Balti...  
Coppin Heights/Ash-Co-East  
Virginia Bailey

15 Calendar Days

### Service Response

Action Activity Status  
Edit Notify Agency Representative Not Started  
Edit Service Response Complete

Created / Updated Date/Time 7/30/2019 12:43 PM

Priority Standard  
Status Closed  
SLA Status Met  
Service Reque... HCD\_CODE ENFORCEMENT

tenor - the front porch has collapsed and there are a lot of mosquitoes flying round  
a can constantly hear things falling inside the house - Do not know

Service Questions  
Action Question Answer  
Edit Are there more than 2 dwelling units in the building? Do not know  
Edit Is the roof or building in danger of collapse? Yes  
Edit Is this an interior or exterior concern? Exterior  
Edit Describe concern: the front porch has collapsed and there are a lot of mosquitoes flying round and it smells bad  
Edit Can you identify/describe any potential violations? states she can constantly hear things falling inside the house

Starts Complete 7/17/2019 8:09 AM  
Assigned To Applied Outcome Work completed  
Internal Comments (NO CAUSE FOR ACTION-Violation notice outstanding)  
Outcome Response Violation notice outstanding

Additional Comments  
Order 2.00 Service Activity Name SACF-00922211

Closing Outcome Work completed  
Closing Response Violation notice outstanding  
Place Address 1807 N DUKELAND ST  
Place Name  
Neighborhood Coppin Heights/Ash-Co-East  
Police District WESTERN  
City Council District 7







# CITY OF BALTIMORE CITY COUNCIL HEARING ATTENDANCE RECORD

Committee: Budget and Appropriations

Chairperson: The Honorable Eric T. Costello

Date: Thursday, October 24, 2019

Time: 2:30 PM

Place: Clarence "Du" Burns Chambers

Subject: Resolution-Informational Hearing: "Closed Means Closed" - Clarifying 311 Services' Approach to Resolving Requests

Number: CC 19-0163R

**PLEASE PRINT**

**IF YOU WANT TO TESTIFY PLEASE CHECK HERE**

FIRST NAME	LAST NAME	ST. #	ADDRESS/ORGANIZATION NAME	ZIP	EMAIL ADDRESS	TESTIFY	FOR	AGAINST	YES	NO	WHAT IS YOUR POSITION ON THIS BILL?	(*) LOBBYIST: ARE YOU REGISTERED IN THE CITY
John	Doe	100	North Charles Street	21202	Johndoenbmore@yahoo.com	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
DAVID	CARTER		BCRP			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Janelle	MUMMEY		DPW			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Boathutte	Henny		DPW			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Yves	Kelce		DPW			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Berndt	Gilliam		DPW			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Amelia	Bink		DOT			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Aaron	Little		DPW			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
John	Kirk		DPW			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Carlos	Brown		DPW			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>

(\* NOTE: IF YOU ARE COMPENSATED OR INCUR EXPENSES IN CONNECTION WITH THIS BILL, YOU MAY BE REQUIRED BY LAW TO REGISTER WITH THE CITY ETHICS BOARD. REGISTRATION IS A SIMPLE PROCESS. FOR INFORMATION AND FORMS, CALL OR WRITE: BALTIMORE CITY BOARD OF ETHICS, C/O DEPARTMENT OF LEGISLATIVE REFERENCE, 626 CITY HALL, BALTIMORE, MD 21202. TEL: 410-396-4730; FAX: 410-396-8483.





# CITY OF BALTIMORE

## CITY COUNCIL HEARING ATTENDANCE RECORD

Committee: Budget and Appropriations

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John	Doe	100	North Charles Street	21202	Johndoenbmore@yahoo.com	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
JANIM	MORGAN		BCRP			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Jason	Hessler		DHCD			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Todd	Carter		BCIT			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Dina	Hymowitz		OPT			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Frank	Dilke		BLRP - Forestry			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Mathew	Randolph		BCRP - Forestry			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>

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# City of Baltimore

City Council  
City Hall, Room 408  
100 North Holliday Street  
Baltimore, Maryland 21202

## Meeting Agenda - Final

### Budget and Appropriations Committee

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Thursday, October 24, 2019

2:30 PM

Du Burns Council Chamber, 4th floor, City Hall

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19-0163R

#### **CALL TO ORDER**

#### **INTRODUCTIONS**

#### **ATTENDANCE**

#### **ITEM SCHEDULED FOR PUBLIC HEARING**

##### 19-0163R

Informational Hearing: "Closed Means Closed" - Clarifying 311 Services' Approach to Resolving Requests

For the purpose of inviting representatives from 311 Services, the Department of Public Works, the Department of Transportation, and the Department of Housing and Community Development, the Department of Recreation and Parks, BGE, and the Mayor's Office of Performance and Innovation to appear before the City Council to discuss the effectiveness of 311 resolving complaints and referring tasks to other agencies.

##### Sponsors:

Leon F. Pinkett, III, Ryan Dorsey, John T. Bullock, Bill Henry, Kristerfer Burnett, Zeke Cohen, Danielle McCray, Robert Stokes, Sr., Edward Reisinger, President Brandon M. Scott, Eric T. Costello, Shannon Sneed, Mary Pat Clarke, Isaac "Yitzy" Schleifer

#### **ADJOURNMENT**

**THIS MEETING IS OPEN TO THE PUBLIC**







## **BALTIMORE CITY COUNCIL BUDGET AND APPROPRIATIONS COMMITTEE**

### *Mission Statement*

*On behalf of the Citizens of Baltimore City*, the mission of the Budget and Appropriations Committee is to analyze and oversee the continuing operations, efficiency, and functions of Baltimore City government.

The Committee provides regular oversight of the funding and spending practices of City agencies, periodically analyzes the budget reports and activities of those agencies, and maintains a high level of fiscal accountability in City government.

As a result of its analysis and oversight, the Committee will recommend reforms to improve the operations of any of these agencies; through legislative, administrative, and/or budgetary improvements.

**The Honorable Eric T. Costello  
Chairman**

### **PUBLIC HEARING**

**THURSDAY, OCTOBER 24, 2019  
2:30 PM**

**CLARENCE "DU" BURNS COUNCIL CHAMBERS**

***Council Resolution #19-0163R***  
Informational Hearing: "Closed Means Closed" – Clarifying 311  
Services' Approach to Resolving Requests

.....  
**CITY COUNCIL COMMITTEES**

**BUDGET AND  
APPROPRIATIONS**

Eric Costello – Chair  
Leon Pinkett – Vice Chair  
Bill Henry  
Sharon Green Middleton  
Isaac "Yitzy" Schleifer  
Shannon Sneed  
Danielle McCray  
*Staff: Marguerite Currin*

**CYBERSECURITY AND  
EMERGENCY  
PREPAREDNESS**

Eric Costello – Co-chair  
Isaac "Yitzy" Schleifer – Co-  
chair  
Sharon Green Middleton  
*Staff: Samuel Johnson*

**EDUCATION AND YOUTH**

Zeke Cohen – Chair  
Mary Pat Clarke – Vice Chair  
John Bullock  
Kristerfer Burnett  
Leon Pinkett  
*Staff: Matthew Peters*

**EXECUTIVE APPOINTMENTS**

Robert Stokes – Chair  
Kristerfer Burnett – Vice Chair  
Mary Pat Clarke  
Zeke Cohen  
Isaac "Yitzy" Schleifer  
*Staff: Marguerite Currin*

**HEALTH**

Kristerfer Burnett – Chair  
Bill Henry - Vice Chair  
Mary Pat Clarke  
Edward Reisinger  
Isaac "Yitzy" Schleifer  
*Staff: Marguerite Murray*

**HOUSING AND URBAN  
AFFAIRS**

John Bullock – Chair  
Isaac "Yitzy" Schleifer – Vice  
Chair  
Kristerfer Burnett  
Zeke Cohen  
Ryan Dorsey  
Bill Henry  
Shannon Sneed  
*Staff: Richard Krummerich*

**JUDICIARY**

Eric Costello – Chair  
Mary Pat Clarke – Vice Chair  
John Bullock  
Leon Pinkett  
Edward Reisinger  
Shannon Sneed  
Robert Stokes  
*Staff: Matthew Peters*

**LABOR**

Shannon Sneed – Chair  
Robert Stokes – Vice Chair  
Mary Pat Clarke  
Bill Henry  
Danielle McCray  
*Staff: Samuel Johnson*

**LEGISLATIVE  
INVESTIGATIONS**

Kristerfer Burnett – Chair  
Danielle McCray – Vice Chair  
Ryan Dorsey  
Isaac "Yitzy" Schleifer  
Shannon Sneed  
*Staff: Matthew Peters*

**LAND USE**

Edward Reisinger - Chair  
Shannon Sneed – Vice Chair  
Mary Pat Clarke  
Eric Costello  
Ryan Dorsey  
Sharon Green Middleton  
Leon Pinkett  
Robert Stokes  
*Staff: Jennifer Coates*

**PUBLIC SAFETY**

Isaac "Yitzy" Schleifer – Chair  
Kristerfer Burnett – Vice Chair  
Zeke Cohen  
Danielle McCray  
Leon Pinkett  
Shannon Sneed  
*Staff: Richard Krummerich*

**TAXATION, FINANCE AND  
ECONOMIC DEVELOPMENT**

Sharon Green Middleton – Chair  
Danielle McCray – Vice Chair  
Eric Costello  
Edward Reisinger  
Robert Stokes  
*Staff: Samuel Johnson*  
*- Larry Greene (pension  
only)*

**TRANSPORTATION**

Ryan Dorsey – Chair  
Leon Pinkett – Vice Chair  
John Bullock  
*Staff: Jennifer Coates*



## BILL SYNOPSIS

**Committee:** Budget and Appropriations

**Council Resolution 19-0163R**

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### Informational Hearing: "Closed Means Closed" – Clarifying 311 Services' Approach to Resolving Requests

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**Sponsor:** Councilmember Pinkett, et al

**Introduced:** September 9, 2019

#### **Purpose:**

For the purpose of inviting representatives from 311 Services, the Department of Public Works, the Department of Transportation, and the Department of Housing and Community Development, the Department of Recreation and Parks, BGE, and the Mayor's Office of Performance and Innovation to appear before the City Council to discuss the effectiveness of 311 resolving complaints and referring tasks to other agencies.

**Effective:** Upon enactment.

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### Agency Reports

Law Department  
311 Service Center  
Baltimore City Information Technology (BCIT)  
Department of Public Works  
Department of Transportation  
Department of Housing and Community Development  
Department of Recreation and Parks  
Mayor's Office of Performance and Innovation

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## Analysis

### Background

The 311 Call Center is under the Office of Information and Technology. Fiscal Year 2020 budget allocation for the Center is \$5.16 million; including sixty-eight (68) positions; and is funded by General Funds. **See attached.**

On Thursday, October 24, 2019 the Committee will hold a hearing to discuss the effectiveness of the 311 Call Center resolving complaints and referring tasks to other agencies.

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### Additional Information

**Fiscal Note:** None

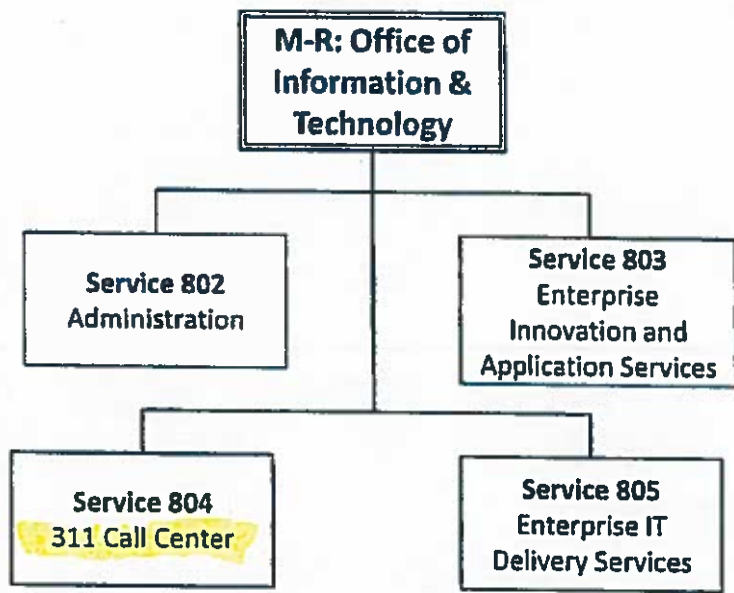
**Information Source(s):** Council Resolution 19-0163R and Fiscal Year 2020 Budget Books.

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Analysis by:  
Analysis Date:

*Marguerite M. Currin*  
Marguerite M. Currin  
October 21, 2019

Direct Inquiries to: 443-984-3485





## Office of Information & Technology

**Budget:** \$39,871,721

**Positions:** 150

### Dollars by Fund

	Actual FY 2018	Budgeted FY 2019	Recommended FY 2020
General	17,714,979	22,172,162	23,356,382
Internal Service	6,990,838	8,961,420	16,515,339
<b>AGENCY TOTAL</b>	<b>\$24,705,817</b>	<b>\$31,133,582</b>	<b>\$39,871,721</b>

### Overview

The Baltimore City Office of Information and Technology (BCIT) is responsible for providing information technology leadership to the entire City, utilizing and leveraging information technology to enhance productivity, broaden the capabilities, and reduce the operating costs of Baltimore City government, thereby improving the quality and timeliness of services delivered to the citizenry.

In Fiscal 2020, BCIT will continue working toward a shared service model which will help to reduce duplicative services, improve interoperability for enhanced inter-agency digital workflows, streamline data management for business intelligence and analytics, as well as improve the City's overall cyber security posture. Moreover, shared services will result in greater access to information across agencies, resource savings as economies of scale are realized, and enhanced business continuity.

BCIT is also continuing to modernize the IT environment to keep up with the ever increasing demands of a digital society. To this end, BCIT will continue moving workloads to the cloud when it makes sense and using virtualization technology whenever possible. From projects that help to improve broadband access to increasing the city's mobile application portfolio, BCIT will continue to make partnerships and investments that continuously improve service delivery to replace aging infrastructure such as switches, storage and networks.

### Fiscal 2020 Budget Highlights:

- The Fiscal 2020 Capital budget includes \$9.7 million for BCIT projects. Funding will be used to replace aging infrastructure such as citywide switches, storage hardware, network ports, network cabling and wiring, and uninterrupted power supply upgrades. Additional funds were provided to expand City capabilities such as: virtual private network, cyber-security system, fiber project, data center fiber divergence and data center internet upgrades. Finally, the Capital budget supports new City capabilities: installing a virtual desktop, upgrading to Microsoft Office 365, enabling a cloud hybrid model, upgrading data warehouse capabilities, implementing a disaster recovery plan, and creating a command center.
- The Capital budget also includes \$6 million in capital funding to start phase 1 of an Enterprise Resource Planning (ERP) project. ERP software is a suite of applications that manages core business processes, such as human resource management, purchasing payroll, accounting, and budgets. Currently, the City operates with standalone systems that are 10 to 20 years old.
- The recommended operating budget funds includes \$3.7 million of hardware and software upgrades, including transition to Office 365, City firewall upgrades, planimetric data updates, and other IT infrastructure improvements.
- In Fiscal 2020 BCIT will implement a new staffing strategy across all services by replacing contract workers with full-time staff. This shift is illustrated in the recommended' s reduction of contracts funding and creations of new positions.



## Dollars by Service

	Actual FY 2018	Budgeted FY 2019	Recommended FY 2020
802 Administration	2,266,966	1,839,324	3,194,490
803 Enterprise Innovation and Application Services	5,487,478	6,641,209	6,219,527
804 311 Call Center	4,795,213	5,178,843	5,163,500
805 Enterprise IT Delivery Services	12,156,160	17,474,206	25,294,204
<b>AGENCY TOTAL</b>	<b>\$24,705,817</b>	<b>\$31,133,582</b>	<b>\$39,871,721</b>

## Number of Funded Positions by Service

	FY 2019 Budgeted Positions	FY 2020 Recommended Changes	FY 2020 Recommended Positions
802 Administration	11	5	16
803 Enterprise Innovation and Application Services	21	4	25
804 311 Call Center	65	3	68
805 Enterprise IT Delivery Services	28	13	41
<b>AGENCY TOTAL</b>	<b>125</b>	<b>25</b>	<b>150</b>

## Dollars by Object

	Actual FY 2018	Budgeted FY 2019	Recommended FY 2020
0 Transfers	-488,887	-3,218,311	-3,292,333
1 Salaries	7,042,036	9,233,175	13,151,002
2 Other Personnel Costs	2,861,902	3,266,060	3,828,331
3 Contractual Services	8,521,151	11,471,062	8,023,116
4 Materials and Supplies	28,309	218,688	223,718
5 Equipment - \$4,999 or less	5,756,989	7,762,801	15,471,082
6 Equipment - \$5,000 and over	948,825	2,366,968	2,421,409
7 Grants, Subsidies and Contributions	35,492	33,139	45,396
<b>AGENCY TOTAL</b>	<b>\$24,705,817</b>	<b>\$31,133,582</b>	<b>\$39,871,721</b>

## Service 804: 311 Call Center

Priority Outcome: Accountability &amp; Transparency

Agency: Office of Information &amp; Technology

Fund Name	Fiscal 2018 Actual		Fiscal 2019 Budget		Fiscal 2020 Recommended	
	Dollars	Positions	Dollars	Positions	Dollars	Positions
General	4,795,213	65	5,178,843	65	5,163,500	68
<b>TOTAL</b>	<b>4,795,213</b>	<b>65</b>	<b>5,178,843</b>	<b>65</b>	<b>5,163,500</b>	<b>68</b>

## Performance Measures

Type	Measure	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
		Actual	Actual	Actual	Target	Target	Target
Output	# of calls received in 311	849,149	870,523	748,439	890,000	890,000	890,000
Effectiveness	% of calls answered within 60 seconds in 311	91%	92%	92%	90%	90%	90%
Effectiveness	Average time to answer a call in 311 (in seconds)	17	16	25	30	30	30

- BCIT expects that the number of calls to go down as they improve the customer user experience of the cloud-first and mobile-first 311 app.

## Major Budget Items

- The recommended funding will maintain the current level of service.

## Change Table - General Fund

Changes or adjustments	Amount
Fiscal 2019 Adopted Budget	5,178,843
<b>Changes with service impacts</b>	
Create IT Specialist II BCIT position	115,532
Create Call Center Agent I position	59,657
Create Call Center Supervisor position	71,600
Decrease in contractual services expenses	(290,086)
<b>Adjustments without service impacts</b>	
Salary adjustment	60,961
Adjustment for other positional costs	(51,862)
Change in inter-agency transfer credits	(25,193)
Increase in operating supplies and equipment	44,048
<b>Fiscal 2020 Recommended Budget</b>	<b>5,163,500</b>

AGENCY: 4303 M-R: Office of Information & Technology  
 SERVICE: 804 311 Call Center

**SERVICE BUDGET SUMMARY**

	Actual FY 2018	Budgeted FY 2019	Recommended FY 2020	Change In Budget
<b>EXPENDITURES BY OBJECT:</b>				
0 Transfers	0	-1,095,347	-1,120,540	-25,193
1 Salaries	2,806,245	3,399,734	3,635,803	236,069
2 Other Personnel Costs	1,264,603	1,326,270	1,343,163	16,893
3 Contractual Services	633,145	663,844	373,758	-290,086
4 Materials and Supplies	11,660	36,685	37,529	844
5 Equipment - \$4,999 or less	59,614	830,001	873,205	43,204
7 Grants, Subsidies and Contributions	19,946	17,656	20,582	2,926
<b>TOTAL OBJECTS</b>	<b>\$4,795,213</b>	<b>\$5,178,843</b>	<b>\$5,163,500</b>	<b>\$-15,343</b>
<b>EXPENDITURES BY ACTIVITY:</b>				
1 311 Service	4,795,213	5,178,843	5,163,500	-15,343
<b>TOTAL ACTIVITIES</b>	<b>\$4,795,213</b>	<b>\$5,178,843</b>	<b>\$5,163,500</b>	<b>\$-15,343</b>
<b>EXPENDITURES BY FUND:</b>				
General	4,795,213	5,178,843	5,163,500	-15,343
<b>TOTAL FUNDS</b>	<b>\$4,795,213</b>	<b>\$5,178,843</b>	<b>\$5,163,500</b>	<b>\$-15,343</b>

AGENCY: 4303 M-R: Office of Information & Technology  
 SERVICE: 804 311 Call Center

**SERVICE SALARIES AND WAGES FOR PERMANENT FULL-TIME FUNDED POSITIONS**

Class Code	Position Class Title	Grade	FY 2019 Budget		Changes		Recommended FY 2020 Budget	
			Number	Amount	Number	Amount	Number	Amount
<b>General Fund</b>								
1	Permanent Full-time							
10241	IT Division Manager	942	1	123,828	0	2,477	1	126,305
31109	Operations Officer I	923	1	77,010	0	1,540	1	78,550
33109	IT Specialist II BCIT	927	0	0	1	83,857	1	83,857
33361	Call Center Agent I	080	52	2,024,378	1	69,985	53	2,094,363
33362	Call Center Agent II	084	2	76,219	0	1,529	2	77,748
33365	Call Center Supervisor	088	6	322,522	1	58,237	7	380,759
33366	Call Center Operations Manager	923	1	70,074	0	1,428	1	71,502
33672	Trainer Officer	927	2	132,294	0	2,681	2	134,975
<b>Total Civilian Permanent Full-time</b>			<b>65</b>	<b>2,826,325</b>	<b>3</b>	<b>221,734</b>	<b>68</b>	<b>3,048,059</b>
<b>Total All Funds</b>			<b>65</b>	<b>2,826,325</b>	<b>3</b>	<b>221,734</b>	<b>68</b>	<b>3,048,059</b>



**19-0163R**

**AGENCY REPORT(S)**

**None received as of this  
writing**





**CITY OF BALTIMORE  
COUNCIL BILL 19-0163R  
(Resolution)**

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Introduced by: Councilmembers Pinkett, Dorsey, Bullock, Henry, Burnett, Cohen, McCray,  
Stokes, Reisinger, President Scott, Councilmembers Schleifer, Clarke, Sneed, Costello

Introduced and read first time: September 9, 2019

Assigned to: Budget and Appropriations Committee

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REFERRED TO THE FOLLOWING AGENCIES: City Solicitor, 311 Service Center, Baltimore City  
Information Technology, Department of Public Works, Department of Transportation,  
Department of Housing and Community Development, Department of Recreation and Parks,  
Mayor's Office of Performance and Innovation

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A RESOLUTION ENTITLED

1 A COUNCIL RESOLUTION concerning

2 **Informational Hearing: "Closed Means Closed" – Clarifying 311 Services' Approach to**  
3 **Resolving Requests**

4 FOR the purpose of inviting representatives from 311 Services, the Department of Public Works,  
5 the Department of Transportation, and the Department of Housing and Community  
6 Development, the Department of Recreation and Parks, BGE, and the Mayor's Office of  
7 Performance and Innovation to appear before the City Council to discuss the effectiveness of  
8 311 resolving complaints and referring tasks to other agencies.

9 **Recitals**

10 Baltimore pioneered the use of centralized call centers for non-emergency complaints, as the  
11 first city to launch a 311 service in 1996, that went on to serve as a nationwide model. The  
12 expansion of 311 to include a much broader range of services around the turn of the century,  
13 under Mayor Martin O'Malley, and the introduction of a free 311 smartphone app for reporting  
14 and tracking service requests continued Baltimore's path-breaking role in the field. During its  
15 existence, the 311 system has created over 13,000,000 service requests on behalf of Baltimore  
16 City residents, businesses, and visitors.

17 However, citizens still raise concerns about the efficiency of 311's centralized complaint  
18 system and their ability to track the City's progress towards resolving complaints. Some feel that  
19 the current system does not provide sufficient transparency as to who is responsible for a  
20 particular complaint or exactly what has been done to "close" a service request. In other  
21 instances, citizens are simply not made aware of what tools are available for tracking service  
22 requests and are left in the dark about the results of their calls.

23 All of this raises the simple question – is 311 working? How many service requests are  
24 satisfactorily resolved and how many instead go unanswered or are "closed" by the system but  
25 then require follow-up requests by residents who aren't satisfied by the initial response? When  
26 service requests are referred to other City agencies, are customers connected to the proper people  
27 at those agencies to follow-up on their requests? Does 311 Services make repeated efforts, if  
28 necessary, to determine whether agencies have fulfilled service requests? If 311 Services directs

EXPLANATION: Underlining indicates matter added by amendment.  
~~Strike-out~~ indicates matter deleted by amendment.

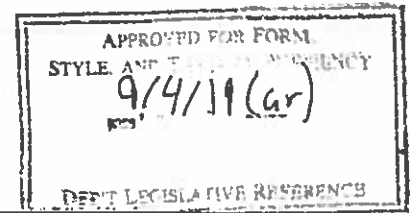
**Council Bill 19-0163R**

1 a service request to the wrong agency, does it have a system in place so that similar service  
2 requests will be reported to the correct agency in the future? The City Council is interested in  
3 learning the answers to these and similar questions at an informational hearing.

4 **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BALTIMORE,** That the  
5 Baltimore City Council invites representatives from 311 Services, the Department of Public  
6 Works, the Department of Transportation, the Department of Housing and Community  
7 Development, the Department of Recreation and Parks, BGE, and the Mayor's Office of  
8 Performance and Innovation to appear before the City Council to discuss the effectiveness of 311  
9 resolving complaints and referring tasks to other agencies.

10 **AND BE IT FURTHER RESOLVED,** That a copy of this Resolution be sent to the Director of 311  
11 Services, Director of the Department of Public Works, Director of the Department of  
12 Transportation, the Commissioner of the Department of Housing and Community Development,  
13 the City Arborist, BGE's Vice President of Support Services, the Director of the Mayor's Office  
14 of Performance and Innovation, and the Mayor's Legislative Liaison to the City Council.

**INTRODUCTORY\***  
**CITY OF BALTIMORE**  
**COUNCIL BILL \_\_\_\_\_ R**  
**(Resolution)**



Introduced by: Councilmember Pinkett

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A RESOLUTION ENTITLED

A COUNCIL RESOLUTION concerning

**Informational Hearing: “Closed Means Closed” – Clarifying 311 Services’ Approach to Resolving Requests**

FOR the purpose of inviting representatives from 311 Services, the Department of Public Works, the Department of Transportation, and the Department of Housing and Community Development, the Department of Recreation and Parks, BGE, and the Mayor’s Office of Performance and Innovation to appear before the City Council to discuss the effectiveness of 311 resolving complaints and referring tasks to other agencies.

**Recitals**

Baltimore pioneered the use of centralized call centers for non-emergency complaints, as the first city to launch a 311 service in 1996, that went on to serve as a nationwide model. The expansion of 311 to include a much broader range of services around the turn of the century, under Mayor Martin O’Malley, and the introduction of a free 311 smartphone app for reporting and tracking service requests continued Baltimore’s path-breaking role in the field. During its existence, the 311 system has created over 13,000,000 service requests on behalf of Baltimore City residents, businesses, and visitors.

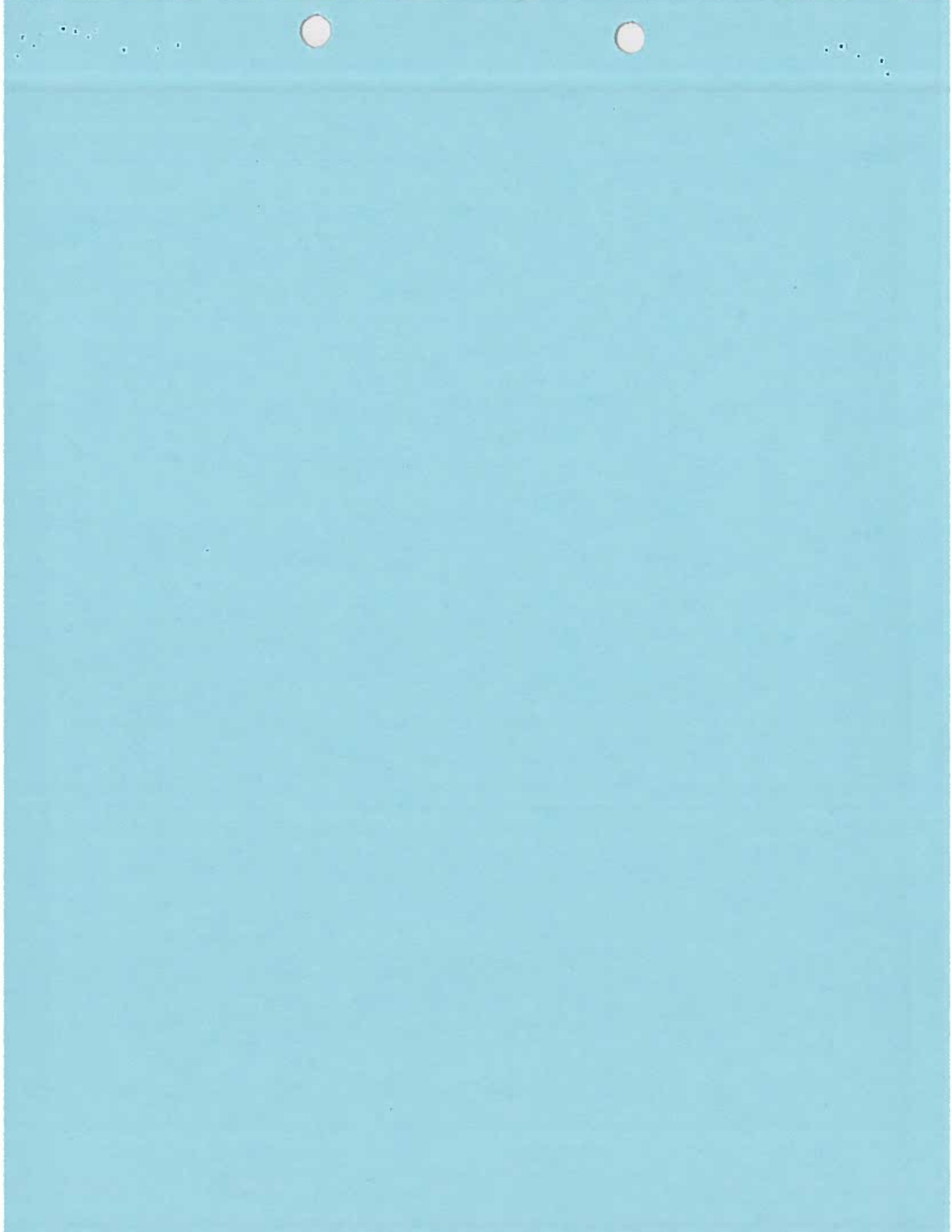
However, citizens still raise concerns about the efficiency of 311’s centralized complaint system and their ability to track the City’s progress towards resolving complaints. Some feel that the current system does not provide sufficient transparency as to who is responsible for a particular complaint or exactly what has been done to “close” a service request. In other instances, citizens are simply not made aware of what tools are available for tracking service requests and are left in the dark about the results of their calls.

All of this raises the simple question – is 311 working? How many service requests are satisfactorily resolved and how many instead go unanswered or are “closed” by the system but then require follow-up requests by residents who aren’t satisfied by the initial response? When service requests are referred to other City agencies, are customers connected to the proper people at those agencies to follow-up on their requests? Does 311 Services make repeated efforts, if necessary, to determine whether agencies have fulfilled service requests? If 311 Services directs a service request to the wrong agency, does it have a system in place so that similar service requests will be reported to the correct agency in the future? The City Council is interested in learning the answers to these and similar questions at an informational hearing.

\* WARNING: THIS IS AN UNOFFICIAL, INTRODUCTORY COPY OF THE BILL.  
THE OFFICIAL COPY CONSIDERED BY THE CITY COUNCIL IS THE FIRST READER COPY.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BALTIMORE,** That the Baltimore City Council invites representatives from 311 Services, the Department of Public Works, the Department of Transportation, the Department of Housing and Community Development, the Department of Recreation and Parks, BGE, and the Mayor's Office of Performance and Innovation to appear before the City Council to discuss the effectiveness of 311 resolving complaints and referring tasks to other agencies.

**AND BE IT FURTHER RESOLVED,** That a copy of this Resolution be sent to the Director of 311 Services, Director of the Department of Public Works, Director of the Department of Transportation, the Commissioner of the Department of Housing and Community Development, the City Arborist, BGE's Vice President of Support Services, the Director of the Mayor's Office of Performance and Innovation, and the Mayor's Legislative Liaison to the City Council.





**ACTION BY THE CITY COUNCIL**

SEP 09 2019

FIRST READING (INTRODUCTION) \_\_\_\_\_ 20 \_\_\_\_\_

PUBLIC HEARING HELD ON October 24, 2019 \_\_\_\_\_ 20 \_\_\_\_\_

COMMITTEE REPORT AS OF October 28, 2019 \_\_\_\_\_ 20 \_\_\_\_\_

FAVORABLE \_\_\_\_\_ UNFAVORABLE \_\_\_\_\_ FAVORABLE AS AMENDED \_\_\_\_\_ WITHOUT RECOMMENDATION

C. D. [Signature]  
Chair

COMMITTEE MEMBERS:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COMMITTEE MEMBERS:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

SECOND READING: The Council's action being favorable (unfavorable), this City Council bill was (was not) ordered printed for Third Reading on:

OCT 28 2019  
20 \_\_\_\_\_

\_\_\_\_\_ Amendments were read and adopted (defeated) as indicated on the copy attached to this blue backing.  
\_\_\_\_\_

THIRD READING \_\_\_\_\_ 20 \_\_\_\_\_

\_\_\_\_\_ Amendments were read and adopted (defeated) as indicated on the copy attached to this blue backing.

THIRD READING (ENROLLED) \_\_\_\_\_ 20 \_\_\_\_\_

\_\_\_\_\_ Amendments were read and adopted (defeated) as indicated on the copy attached to this blue backing.

THIRD READING (RE-ENROLLED) \_\_\_\_\_ 20 \_\_\_\_\_

WITHDRAWAL \_\_\_\_\_ 20 \_\_\_\_\_

There being no objections to the request for withdrawal, it was so ordered that this City Council Ordinance be withdrawn from the files of the City Council.

\_\_\_\_\_  
President

\_\_\_\_\_  
Chief Clerk