

Catherine E. Pugh
Mayor



Room 250
City Hall
Baltimore, MD 21202

MEMORANDUM

May 12, 2017

PRIVILEGED AND CONFIDENTIAL – DO NOT FORWARD

TO: The Honorable Catherine E. Pugh, Mayor
Peter Hammen, Chief of Operations
James T. Smith Jr., Chief of Strategic Alliances
Karen Stokes, Director of Government Relations
Sameer Sidh, Director of CitiStat



FROM: CitiStat Team

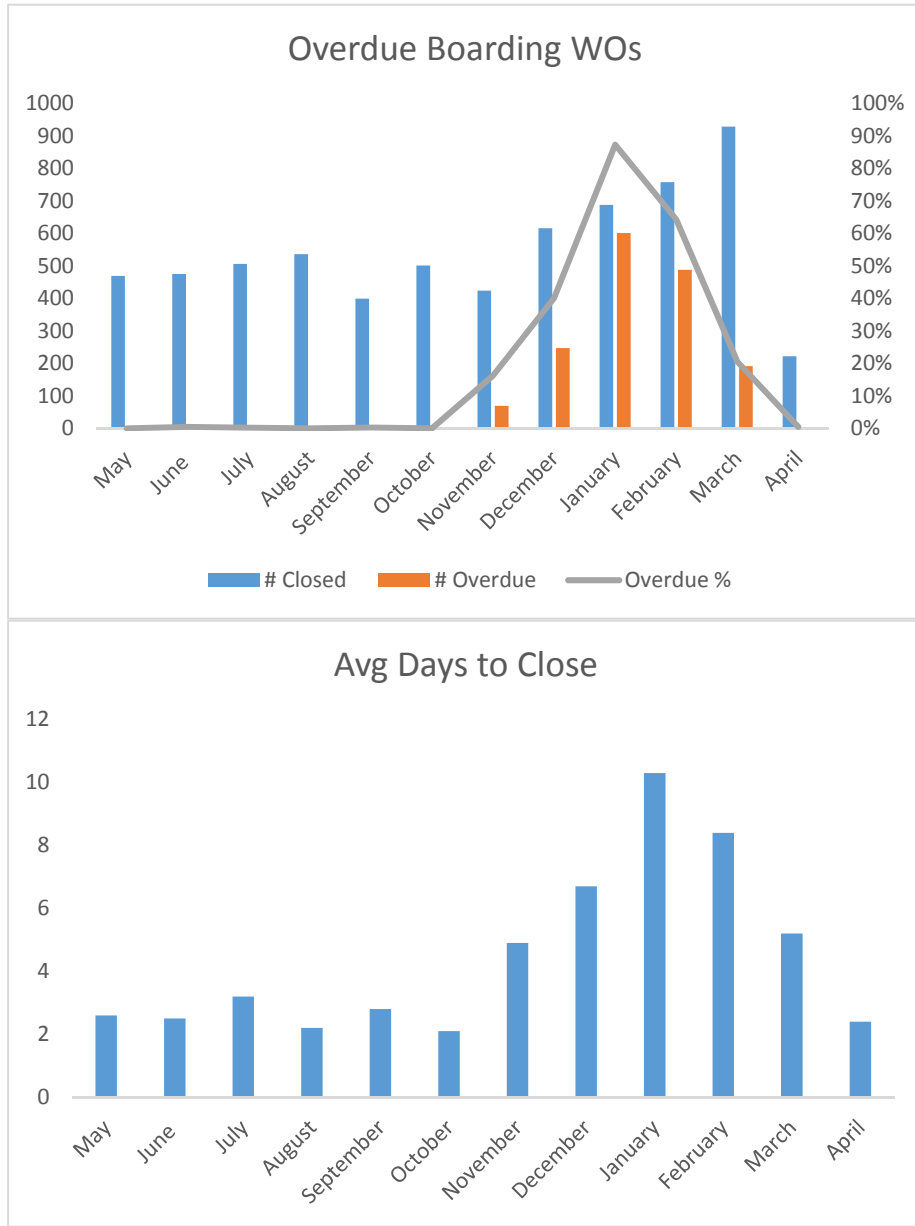
SUBJECT: Blight Stat Meeting Summary

• **Introduction**

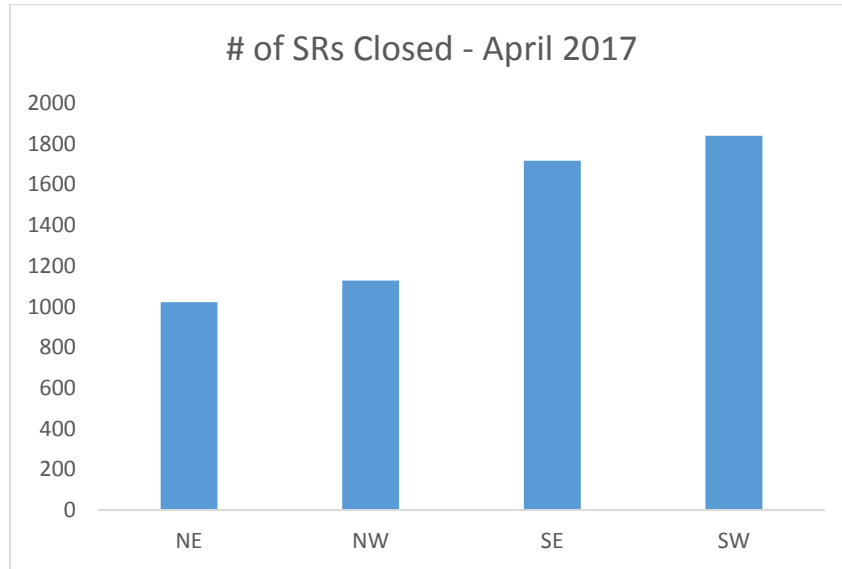
- This meeting will encompass all issues involving the cleanliness of Baltimore City. Many cleaning efforts around the city act as temporary fixes and Band-Aids that are disjointed and never transform into permanent change. In order to achieve a lasting impact on the cleanliness of Baltimore City there needs to be education, effort and enforcement. This meeting will provide a unique venue where representatives from the Bureau of Solid Waste, the Department of Housing and Community Development, the Department of Recreation and Parks, the Department of Transportation and the Environmental Control Board will have an opportunity to discuss their concerns and implement cross-agency strategies to take a more holistic approach to cleanliness.

• **Making Progress**

- **Boarding.** The Mayor's Office of CitiStat tracks boarding work orders in order to ensure that they are being completed within their 7 day duration period. CitiStat noticed a decrease in the level of performance for Boarding and has stressed the importance of meeting the City's duration time over the past couple of months. The Bureau of Solid Waste noted that the delayed response was due to one Boarding truck being down. CitiStat is currently working with the Bureau of Solid Waste, the Department of General Services and the Finance department to ensure that Boarding trucks are purchased for the upcoming 2018 fiscal year. In the past 12 months there have been 6,523 boarding work orders closed of which 25% were overdue and 20% were cancelled. The 12 month average to complete a boarding work order was approximately 5 days. The first graph below shows the number of boarding work orders closed, overdue and the percentage overdue broken down by month over the past 12 months. The second graph below shows the average days to close a boarding work order by month over the past 12 months.



- **Quadrant.** The Bureau of Solid Waste has transitioned many of its service to a quadrant based approach as opposed to the previous City-wide approach. Previously, managers would be responsible for a select operation that would reach across the entire City. However, now each quadrant will have a particular manager who is responsible for numerous operations within that foot print. The purpose of the reorganization is to have crews spend less time traveling to a particular location to do work, and also having crews and managers become more familiar with the needs of their geographic area. The dividing lines between the quadrants are Greenmount Avenue and North Avenue. The Bureau of Solid Waste generates a closed report bi-weekly that identifies all of the quadrant SRs closed during that time period along with information regarding the quadrant and the amount of time it took to close. CitiStat generated a report for the full month of April and analyzed the data. The graph below shows the number of quadrant SRs closed by quadrant for the month of April.



The chart below shows the number of SRs closed in each quadrant broken down by each SR type, which allows easy comparison of volume completed in each zone.

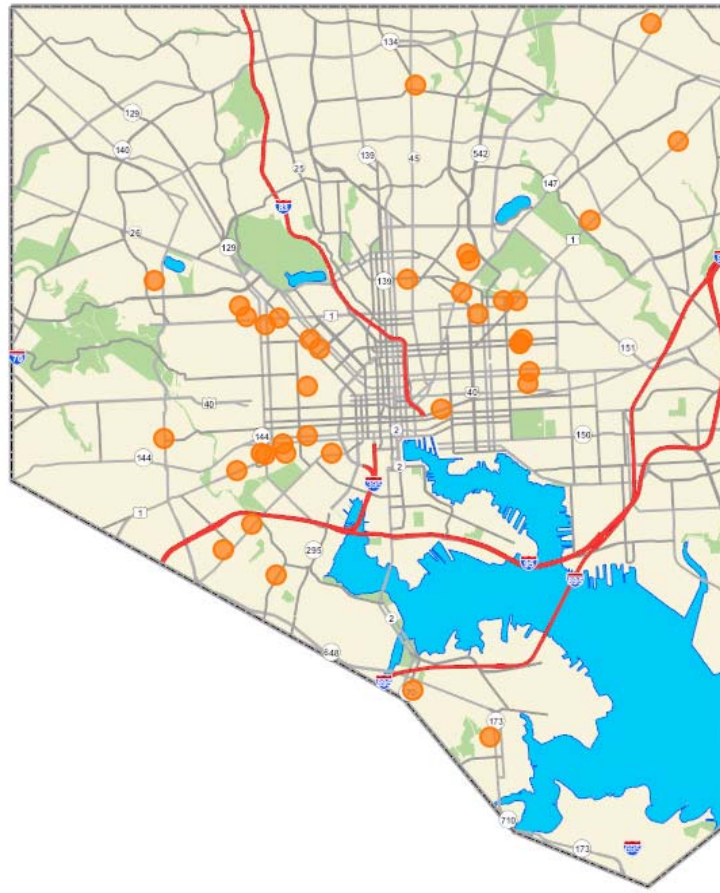
SR Type	NE	NW	SE	SW
SW-Bag Pickup	4	27	4	25
SW-BCPSS Graffiti Removal	1	0	0	0
SW-BCPSS Recycling	0	1	0	0
SW-Boarding	5	0	3	
SW-Bulk-White Goods-Missed	3	1	2	4
SW-Citizen Complaint of Employees	15	23	24	21
SW-Clean Up (Mayor's Spring Clean Up)	0	0	0	0
SW-Cleaning	6	2	53	74
SW-Compliment of Employee	0	0	2	8
SW-Dirty Alley	311	280	649	582
SW-Dirty Alley-Proactive	11	36	52	95
SW-Dirty Street	199	140	307	412
SW-Dirty Street - Proactive	259	315	123	144
SW-Graffiti Removal	13	68	107	142
SW-Graffiti Removal Proactive	38	40	123	62
SW-Graffiti Removal-Rec and Parks	0	8	3	11
SW-HGW	1	0	8	21
SW-Mechanical Alley Sweeping	0	0	0	0
SW-Mechanical Sweeping	6	6	2	14
SW-Mixed Refuse	98	82	143	138
SW-Park Cans	0	0	0	0
SW-Quadrant Mechanical Street Sweeping (missed)	5	5	1	1
SW-Rat Rubout Alley Concern	0	0	0	1
SW-Recycling	32	81	92	62
SW-Survey/Escalation	6	4	10	12
SW-Trash Can/Recycling Container Complaint	9	9	9	10
Grand Total	1022	1128	1717	1839

The chart below shows the average days it takes to close each quadrant SR type broken down by Quadrant.

SR Type	NE	NW	SE	SW	SR Citywide Avg
SW-Bag Pickup	2.02	2.23	3.16	2.87	2.57
SW-BCPSS Graffiti Removal	3.97				3.97
SW-BCPSS Recycling		4.90			4.90
SW-Boarding	18.17		13.37		15.77
SW-Bulk-White Goods-Missed	1.92	1.93	1.14	1.46	1.61
SW-Citizen Complaint of Employees	1.37	0.99	0.85	2.17	1.34
SW-Cleaning	15.48	27.43	9.45	11.62	16.00
SW-Compliment of Employee			2.68	8.42	5.55
SW-Dirty Alley	5.59	2.45	5.33	2.40	3.94
SW-Dirty Alley-Proactive	1.38	0.06	0.19	1.35	0.75
SW-Dirty Street	2.61	2.40	3.02	2.24	2.57
SW-Dirty Street - Proactive	0.84	0.51	0.69	0.44	0.62
SW-Graffiti Removal	1.94	6.80	2.11	10.17	5.26
SW-Graffiti Removal Proactive	0.71	1.75	0.22	13.57	4.06
SW-Graffiti Removal-Rec and Parks		7.70	2.42	22.33	10.81
SW-HGW	3.08		6.51	9.78	6.46
SW-Mechanical Sweeping	0.52	1.19	0.48	0.66	0.71
SW-Mixed Refuse	0.56	0.42	0.55	0.59	0.53
SW-Park Cans					
SW-Quadrant Mechanical Street Sweeping (missed)	0.89	0.42	4.95	0.26	1.63
SW-Rat Rubout Alley Concern				3.08	3.08
SW-Recycling	0.57	0.64	0.79	0.57	0.64
SW-Survey/Escalation	4.42	4.67	3.89	3.99	4.24
SW-Trash Can/Recycling Container Complaint	0.23	1.39	0.36	0.94	0.73
Quadrant Average	3.49	3.77	3.11	4.95	

- **Needs Improvement**

- **Multiple Boardings.** CitiStat has been tracking and identifying all locations that have been boarded up multiple times in calendar year 2016. Boarding in many cases and in many locations has been ineffective since it can be easily removed. CitiStat and the Bureau of Solid Waste are looking into potential alternatives to Boarding that are more effective. The map below shows all locations that have been boarded up more than 5 times in 2016. More effective tactics to secure vacant buildings are being reviewed and could potentially be piloted at locations with a high volume of boardings in the future.



- **Vacant Lot Management.** When a vacant building is demolished, the open space can sometimes be utilized as an illegal dumping site. The nature of illegal dumping makes it very difficult to prevent, and, as a result, the normal protocol is to create a cleaning request for the Bureau of Solid Waste. Cleaning illegal dumping without significant enforcement or education only motivates individuals to continue dumping. In order to seek a more permanent solution to vacant lots that experience recurring illegal dumping activity, the Bureau of Solid Waste provided the list below of 14 vacant lots to be considered for fencing. Data covering dumping activity at these sites will be reviewed to assess the appropriateness of fencing activity moving forward.

Location	Neighborhood
2000 W Lafayette Ave	Bridgeview/Greenlawn
100 Riverside Rd	Brooklyn
400 blk S. Addison St	Carrollton Ridge
4700 blk Homer Ave	Central Park Heights
4800 blk Homer Ave	Central Park Heights
3300 blk Woodland Ave	Central Park Heights
2100 blk Etting St	Druid Heights
2200 blk Etting St	Druid Heights
1400 blk Ensor	Oliver
1500 blk Ensor	Oliver
100 blk McPhail St	Shipley Hill
100 blk Willard St	Shipley Hill
1300 Myrtle Ave	Upton
1300 Shields Place	Upton