



## Executive Briefing Memo

**Date:** March 6, 2008

**Department/Division/Project:** Public Works – Operational Division

**Division Overview:** Roadway Maintenance and Solid Waste Divisions.

**Current Staffing:** The divisions are staffed by 117 positions (19 vacant) in Roadway Maintenance and 96 positions (17 vacant) in Solid Waste.

**Manager(s) Responsible for Data Reported:**

Bobby Vincent

**Presentation by Operations Division:**

DPW – Operations will present on the following issues:

- Improving performance in pothole repairs as well as the pickup of missed refuse collection stops.
- Bulk & Brush collections.
- Issues from the November 15 RichmondWorks meeting (as time permits.)

**Issues for Discussion:**

**Measures & Data Reported**

It is clear that DPW Operations will continue to require assistance in meeting the data collection and analysis expectations of RichmondWorks. It is critical that DPW Operations staff begin to perform analysis of the data sufficient to understand **why** the data looks the way it does and understand **what** the data means. This need is illustrated by the data reported on pothole repair and missed trash pickups for FY 08 YTD. Although actual results for both of these measures fall well short of targets (see below), DPW staff was unable to provide additional basic analytical information on either of these measures, such as:

- Results by month – e.g., percent of potholes repaired within 15 days each month.
- Geographic analysis –e.g., distribution of trash collection misses not collected within 2 days and distribution of late pothole repairs.

The lack of additional analytical information also suggests the possibility that performance data may not be reviewed by management on an ongoing regular basis.

The data as reported indicates that DPW Operations met service delivery expectations for bulk collection July 2007 – January 2008. However, over the same period, results for pothole repair and collection of missed trash pickups fall well sort of established goals:

Bulk Collection: Target – complete 90% of bulk collection tickets within 30 days. Result: 99% (Green status)

Pothole Repair: Target – complete 90% of CRS pothole tickets within 15 days. Result – 63% (Red status)

Missed Trash Pickups: Collect 95% of missed trash pickups within 2 days. Result – 68% (Red status)

*Questions:*

1. *What accounts for the results in red status and how can they be improved upon?*

### **Short-Term IT Plan & Technology Support**

The DPW - Operations presentation on November 15 indicated that two divisions will be added to Cityworks and that test runs have started or will start for other functions. Also discussed were improvements to refuse collection “route re-cap” reporting and applications of GIS technology such as AVL (Automatic Vehicle Locators.)

*Questions:*

1. *What divisions have been added to Cityworks?*
2. *Is the Business Objects reporting application developed for refuse collection being utilized?*
3. *Has a decision be made regarding selection of an AVL vendor?*
4. *What is the status of GIS mapping of refuse collections routes? How will the data be utilized?*

### **Data Quality/Integrity**

In previous RichmondWorks meetings, serious data quality issues were identified with the data reported on daily refuse collection routes (“re-caps”.) The Department of Information Technology reviewed the Excel spreadsheets being used and corrected several problems. In addition, DIT provided an improved data collection and analysis platform based upon Metastorm with reporting capability through Business Objects. As of Feb 26, RichmondWorks and DIT was able to identify numerous data quality issues in the re-cap data, including duplicate entries into several fields. Staff from DPW, DIT and RichmondWorks met on this issue on March 5. The results of that meeting will be discussed in the March 6 RichmondWorks meeting.

### **Other Questions/Follow-Up Items**

