



CITY OF ATLANTA  
DEPARTMENT OF PUBLIC WORKS

# Prepared for City Utilities Committee **FY20Q1** **Quarterly Report**

Presented October 29, 2019

**MAYOR KEISHA LANCE BOTTOMS**

JAMES A. JACKSON JR., COMMISSIONER  
DALE FAMBROUGH, INTERIM DEPUTY COMMISSIONER





DEPARTMENT OF PUBLIC WORKS

# Solid Waste Services





# SOLID WASTE SERVICES FY20Q1 AT-A-GLANCE

**27,582**

Tons of Household Waste  
And Debris Collected

**4,443**

Tons of Yard Trimmings  
Collected

**4,254**

Tons of Recycling Collected

**4,872**

Miles Swept

**912**

Illegal Dump Sites  
Cleared

**6,400**

Total Scheduled  
Bulk Collections

**92**

Miles of Grass Cut

**9,600**

Tires Removed

**98,224**

Single Family/Condo/  
Townhomes Serviced Weekly

**401**

Dead Animals Removed

**4,429**

Bins Delivered  
(Recycling & Herbies)

**252**

Citations Issued for Top Violations

**\$18,863**

Collected in Fines





## Key Accomplishments

- Route Optimization
- Equipment Replacement Plan
- Technology Enhancement - Rubicon
- Performance Management - Dashboard Analysis



## Look Ahead

- Cross-Train Labor and CDL Drivers
- Enhanced Service Implementation
  - Staffing Increase
  - Equipment Order



## Project Issues/Actions

### Route Optimization Plan

- Currently training drivers for the deployment of side loaders

### Aging Fleet

- Purchase new equipment using rate increase

### High Turnover

- Hiring Blitzes Twice Monthly



## Financial Snapshot

DEPARTMENT	BUDGET	ACTUALS	% SPEND
<b>Solid Waste Services</b>	\$51,610,407	\$7,689,913	15%
DEPARTMENT	Percentage SLA Met	Number of Work orders	No. WO meeting SLA
<b>Solid Waste Services</b>	24.14% <b>60.70%</b> ↓	13,882	8,427



## Metric

48.38% <b>21.92%</b> ↓ Bin Replacement	0.85% <b>99.15%</b> ↓ Dead Animal Removal
0.04% <b>99.67%</b> ↓ Illegal Dumping	5.93% <b>82.28%</b> ↓ Missed Collections
0.85% <b>83.78%</b> ↓ New Backyard Services	13.44% <b>82.15%</b> ↓ Public ROW Cleanliness

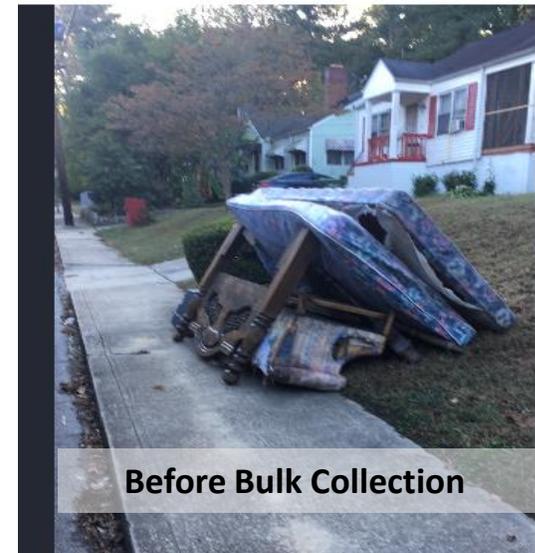
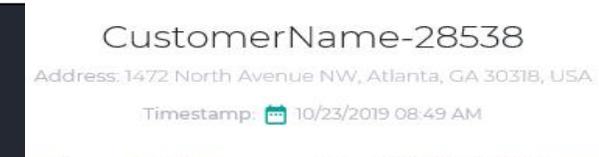
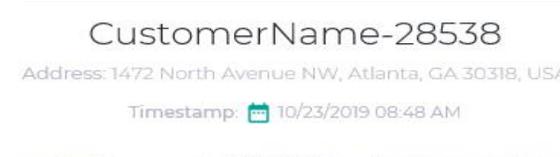
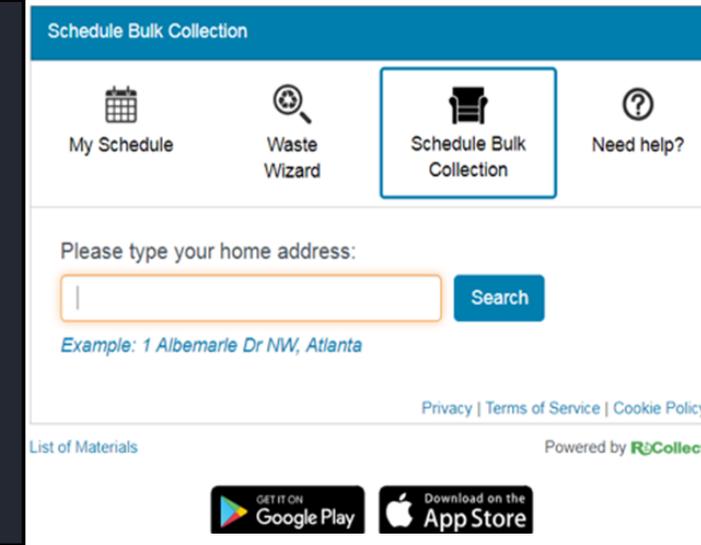
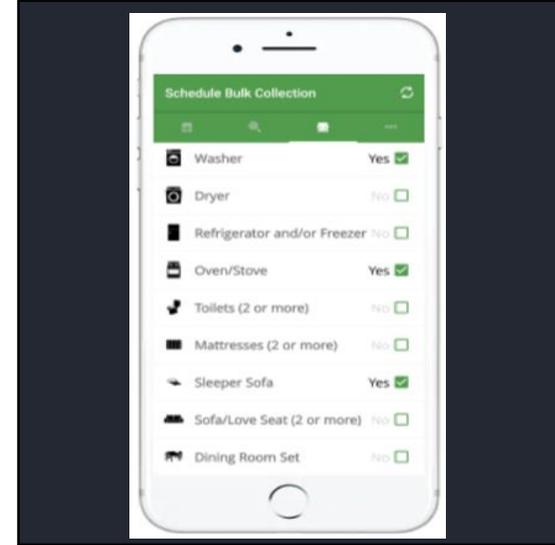


# SCHEDULED BULK COLLECTION

## Scheduled bulk collection began April 1, 2019.

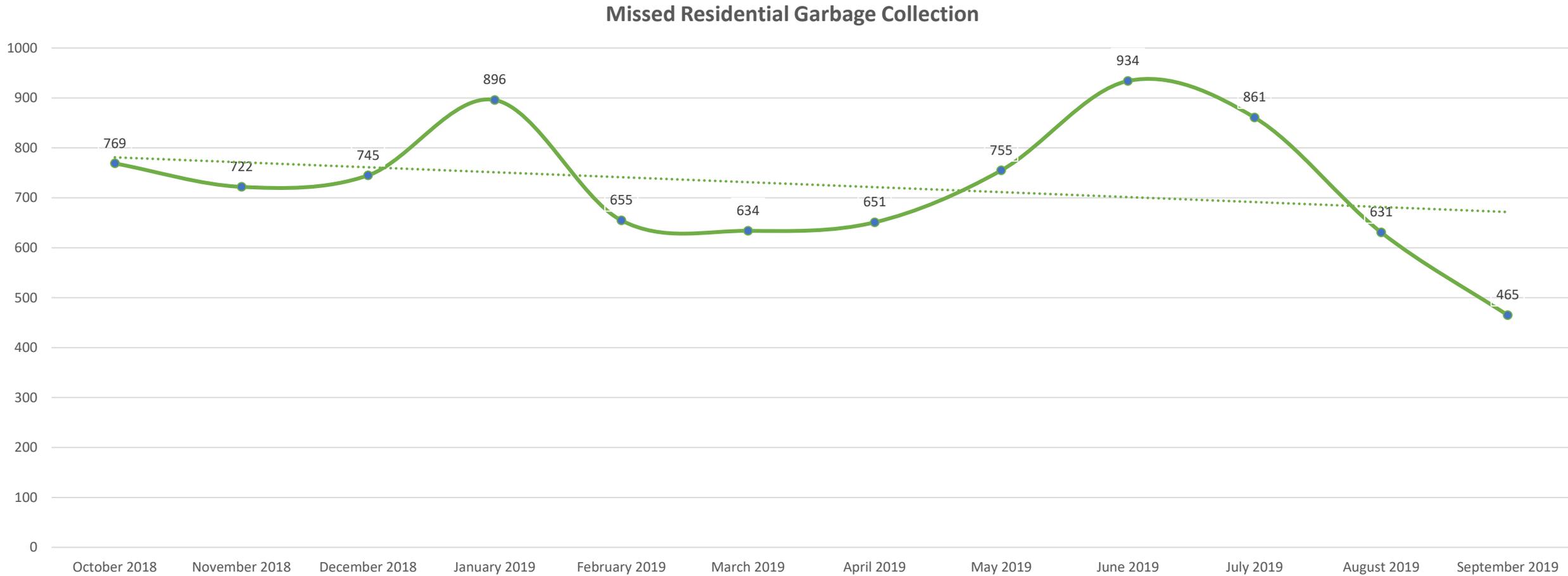
- 16,162 total requests (April 1-current) created via ATL311, Solid Waste Webpage and ATL Waste Mobile Application.
- One week average wait time for next available collection day.

Items	Number of Collection Requests (April 1-October 22, 2019)
1. Bulky Yard Trimmings	7,020
2. Other Household Furniture	6,255
3. Mattresses (2 or More)	2,502
4. Sofa/Love Seat (2 or More)	2,219
5. Bedroom Suite	1,452
6. Chair (2 or More)	1,339
7. 21+ Bags of Yard Trimmings	904
8. Dining Room Set	764
9. Barbeque	500
10. Sleeper Sofa	453





## Missed Residential Garbage Collection Trend



- Month-to-month during FY20Q1, DPW trended down in missed residential garbage collections.
- DPW is working with HR and the Department of Corrections to address staffing issues.



# PROPOSED SOLID WASTE SERVICES' 3-YEAR VEHICLE REPLACEMENT PLAN

Fiscal Year	Equipment Type	Purchase Cost Per Unit	Number of Recommended Replacements	Replacement Cost
FY21	Front Loader	\$250,000.00	1	\$250,000.00
	1/2 Ton Pickup	\$28,000.00	6	\$168,000.00
	11 Yard Loader	\$220,000.00	4	\$880,000.00
	Refrigerated Truck	\$65,000.00	1	\$65,000.00
	Crewcab Ford Ranger Pickup Truck	\$26,000.00	20	\$520,000.00
	11 Yard Tandem Dump Truck	\$95,000.00	1	\$95,000.00
	15 Passenger Van	\$35,000.00	1	\$35,000.00
	6 Yard Loader	\$145,000.00	5	\$725,000.00
<b>Total</b>			<b>39</b>	<b>\$2,738,000.00</b>

Fiscal Year	Equipment Type	Cost Per Unit	Number of Recommended Replacements	Replacement Cost
FY22	Crewcab Ford Ranger Pickup Truck	\$27,000.00	4	\$108,000.00
	Rubbish Truck	\$150,000.00	2	\$300,000.00
	Ford Ranger	\$24,000.00	5	\$120,000.00
	Refrigerated Truck	\$67,000.00	1	\$67,000.00
	Rubber Tire Loader	\$160,000.00	2	\$320,000.00
	11 Yard Tandem Dump Truck	\$98,000.00	5	\$528,000.00
<b>Total</b>			<b>19</b>	<b>\$1,443,000.00</b>

Fiscal Year	Equipment Type	Cost Per Unit	Number of Recommended Replacements	Replacement Cost
FY23	Crewcab Ford Ranger Pickup Truck	\$28,000.00	4	\$112,000.00
	Rubbish Truck	\$155,000.00	1	\$155,000.00
<b>Total</b>			<b>5</b>	<b>\$267,000.00</b>





# SHAREABLE DOCKLESS MOBILITY DEVICES (SCOOTERS)

July 1-September 30:: How many were impounded?

COMPANY	TOTAL IMPOUNDED	TOTAL RELEASED
BOLT SCOOTER	52	52
BIRD SCOOTER	734	734
GOTCHA SCOOTER (NO LONGER PERMITTED)	0	0
LIME SCOOTER	671	671
LYFT SCOOTER	278	278
UBER/JUMP SCOOTER	950	950
WHEELS SCOOTER	212	212
BOAZ (PERMITTED IN JUNE)	0	0
<b>TOTAL</b>	<b>2897</b>	<b>2897</b>

- Approximately 50 scooters are impounded daily.
- Sixteen scooters are in storage as of October 28, 2019.
- 2,897 scooters were impounded during FY20Q1
- YTD, DPW has impounded 6,320 scooters.





# KEEP ATLANTA BEAUTIFUL COMMISSION FY20Q1 AT-A-GLANCE

**24%** ↑

Atlanta Recycles Day  
Participation

**67**

Miles Of City Streets  
De-Littered

**604**

Volunteers and Participants

**16,000**

Electronics Collected  
for Recycling

**137**

Public Spaces  
Cleaned & Improved

**1,800**

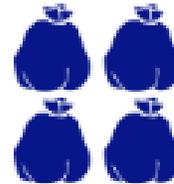
Clothing & Household Items  
Diverted from Landfills

**22,980.**

Trash and Debris Collected  
through Community Cleanups

**1,072**

Volunteer Hours Contributed





## “FEET ON THE STREET” RECYCLING CONTAMINATION EDUCATION CAMPAIGN

- Citywide expansion of 2017 pilot program targeted at reducing recycling contamination and increasing participation in curbside recycling program
- Communications campaign to inform citizens aware of September 9 launch
- Educate the public about contamination to improve recycling outcomes
- Messaging targeted to direct citizens to keep plastic bags out of their carts, as this was found to be a top contaminant in the 2017 pilot program





## QUESTIONS FROM CUC COMMITTEE

### Q: *What is the effectiveness of DPW Solid Waste and Recycling Operations?*

- **Garbage:** Effective July 2018, Solid Waste Services transitioned from quadrant-based collection to service area collection and optimized routes resulting in reduced fuel and operational efficiency.
- **Recycling:** DPW launched the citywide recycling education program, Feet on the Street, geared at reducing curbside recycling contamination. During the program, residents are encouraged to recycle more and receive curbside feedback on what items to recycle. The 2017 pilot reduced contamination by over 50%.
- **Bulk Collection:** Effective April 2019, residents are required to schedule bulk collection. The previous monthly quadrant-based collection resulted in an influx of missed collections, illegal dumping, and uncontrolled operational expenses. Residents can conveniently indicate what items they plan to set out and select an available collection date of their choosing via ATL311, the Solid Waste webpage, or the ATL Waste mobile application. Recent enhancements to service have been made to reduce initial wait time from 3 weeks to 1 week as of today.
- **Challenges:** Driver Turnover, Vacancies, Aging Fleet, Equipment Repairs

In FY20Q1 – Recycling collections were at 99.93%.

- July – 99.92%
- August 99.92%
- September – 99.94%





## QUESTIONS FROM CUC COMMITTEE

**Q: *Is there an update to the Solid Waste Rate Study?***

A: We continue to meet with the consultants on a regular basis.

**Q: *Are there Solid Waste billing resolutions?***

A: DPW anticipated there would be some issues with billing. We continue to look at issues received on a case-by-case basis. Some addresses we received were inaccurately reported. We anticipate having to assist customers for at least three more months.





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# Office of Transportation





**1,025**

Traffic Signal Repairs

**517**

Local Street Lights  
Serviced and maintained

**2,790**

Potholes Filled

**0**

ADA Ramps Constructed by Contract Forces  
(Currently, no contract in place)

**68**

Bridge repairs

**1,873**

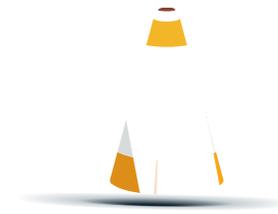
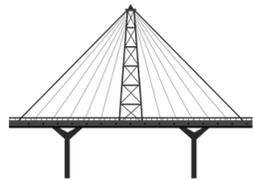
Street Signs installed

**428**

Linear Feet Curbing Installed  
and/or Repaired by  
In-House Forces

**876**

Linear Feet Sidewalks Repaired by  
In-House Forces





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# Fleet Services





# FLEET SERVICES FY20Q1 AT-A-GLANCE

**5,842**

Vehicles and Equipment  
Maintained and Serviced

**6,379**

Service Repairs Completed

**92%**

City-wide Vehicle Availability

**\$97,510**

Revenue from Vehicle/Equipment  
Auction Sales

**654**

Preventative Maintenance  
Services Completed

**818,400**

Total Gallons  
of Fuel Dispensed

**377**

Total Vehicle Emissions Completed

**28,124**

Total Direct Labor Hours Completed

**\$2,160,694**

City-wide Fleet Vehicles Purchased





## Citywide Preventive Maintenance (PM) and Emissions Compliance

City Wide PM Compliance	Percentage (%)
FY20 Q1	97%

City Wide Emissions Compliance	Percentage (%)
FY20 Q1	98%

**\*\*PM and Emissions Compliance (Target Goal: 97%)**





DEPARTMENT OF PUBLIC WORKS

# Safety Division





## PERFORMANCE METRICS INITIATIVES: SAFETY TRAININGS FY19Q4

**818**

New Hire  
Training Hours

**1,920**

CDL Employee  
Training Hours

**48**

Safe Drivers  
Recognition Awards

**950**

DriveCam Employee &  
Coaches Training Hours

**563**

Coached DriveCam Events

**115** of **315**

Available Training Seats Filled

**3,688**

Hours of Training Conducted





# SAFETY - PERFORMANCE METRICS

## Total Events 138

Total Events	P	NP	Total
Q4FY19	28	81	109
Q1FY20	32	106	138
<b>Total</b>	<b>60</b>	<b>187</b>	<b>247</b>

## Total Injuries



67

Injuries	P	NP	Total
<b>Total</b>	<b>9</b>	<b>58</b>	<b>67</b>

## Total Accidents



44

Accidents	P	NP	Total
<b>Total</b>	<b>20</b>	<b>24</b>	<b>44</b>

## Total Incidents



27

Incidents	P	NP	Total
<b>Total</b>	<b>3</b>	<b>24</b>	<b>27</b>

P- Preventable

NP- Non-preventable

Incident: Anything that does not involve a moving vehicle



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# Emergency Preparedness





## 2019-2020 Winter Weather Season

- DPW Winter Weather Conference (8/7, 8/9 & 9/14)
- Dry Run 8/24
- Coordination with AFR and APD to pre-position resources for winter weather season
- Finalize the 2019-2020 Snow and Ice Response Plan



## Internal Coordination

- Conduct internal seminars on Activations Phases within our Continuity of Operations Plan
- NCAA Final Four coordination



## Training and Exercises

- Active Shooter Trainings (4 Sessions: 9/20 & 9/26)



# PEACHTREE ROAD RACE FY20Q1 AT-A-GLANCE

**31**

Total Race  
Route Improvements

- Safety First!
- Potholes
- On-going inspection and improvement process from May–Race Day
- Restoration of low man hole to bring level with surrounding pavement

**1**

Removal and  
Re-Assembly Bike  
Bollards at Race  
Finish Line

**4**

In conjunction  
with the Atlanta  
Track Club

Total Race Route  
Inspections

**12.36**

Tons of Trash  
Collected

**9**

Fortifications  
(Strategic Locations)

**70+**

Number of  
Employees

**70+**

Number of  
Equipment

**1**

Department Operational  
Plan Developed

**5**

Internal/External  
Planning Meetings



**BEFORE**



**AFTER**



# PEACHTREE ROAD RACE COMMENDATION

## Public Works:

“The 50th running of the AJC Peachtree Road Race saw this race go to an all time level. For the first time, there were over 60,000 finishers. There were 4 course records: Male and Female runners, Male and Female wheelchair athletes. The event was a major success.

**As always, a large part of this success is the condition of the road surface. This year, Public Works was fully invested and the course was in very good physical shape. There were no issues for either the wheelchair athletes or the runners/walkers.**

As the 21-year Course Director, it was a true pleasure working with Anthony Fleetwood and Garnett Denson. Anthony even participated in the race with his wife and enjoyed the experience. The Public Works organization can be proud of its contribution to this great event.

This is my final year as Course Director. It is time to pass the baton. I take with me many fond memories, including my longtime relationship with Public Works.”

Best Regards,

Jack Abbott  
Course Director, AJC Peachtree Road Race



## **Pictured :**

- (l) Anthony Fleetwood, DPW Inspector
- (c) Jack Abbott, PTRR Coordinator
- (r) Garnett Denson, DPW Inspector



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# Community Outreach





## Outreach Efforts and Accomplishments: July-September

- DPW NPU Ambassadors participated in 46 NPU meetings
- Organized a Senior Peach Portal demonstration at Camp Best Friends (C.A. Scott Recreation Center)
- Participated in the following outreach events:
  - ✓ MLK Jr. Drive Corridor Community Meeting and Tour
  - ✓ Westside Future Funds Transform Westside Summit
  - ✓ Councilmember Antonio Brown Ride Along (Vine City / English Avenue)
  - ✓ Councilmember Cleta Winslow Back to School Event (West End Mall)
  - ✓ NPU T - West End Ride Along
  - ✓ National Night Out at Dunbar Recreation Center (Mechanicsville)
  - ✓ Councilmembers Andre Dickens and Andrea Boone Back to School Event (C.T. Martin Recreation and Natatorium)
  - ✓ Councilmember Antonio Brown Ride Along (Dixie Hills)
  - ✓ Councilmember Joyce Sheperd Fight Against Blight (Pittman Park Recreation Center)





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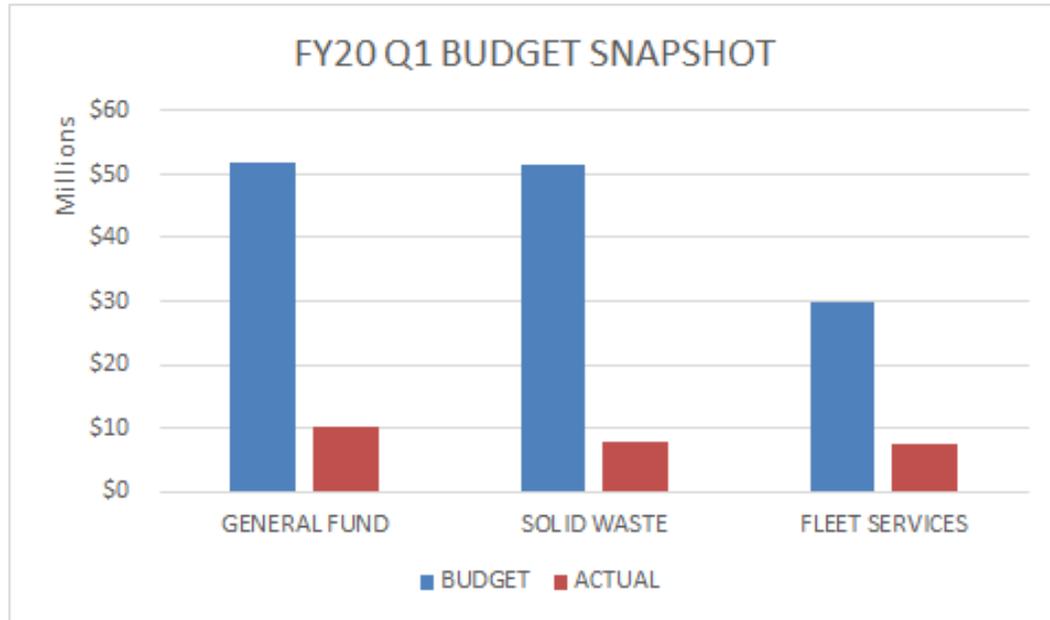
# Fiscal Management





# FY20 BUDGET SNAPSHOT

DEPARTMENT	BUDGET	ACTUALS	% OF SPEND
GENERAL FUND	\$51,727,267	\$10,333,167	20%
SOLID WASTE	\$51,610,407	\$7,689,913	15%
FLEET SERVICES	\$29,787,507	\$7,313,141	25%
TOTAL	\$133,125,181	\$25,336,221	19%





DEPARTMENT OF PUBLIC WORKS

# Human Resources



Human  
Resources



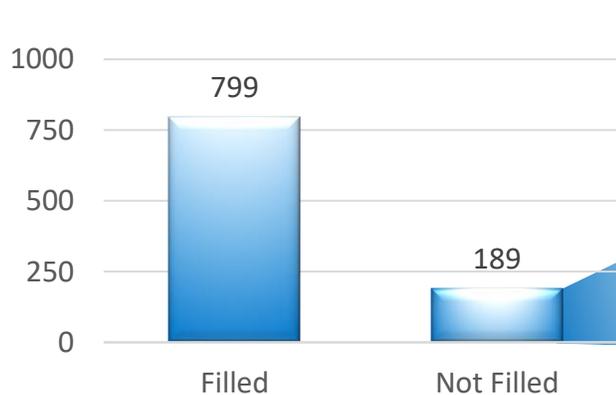
## STAFFING SCORECARD: DEPARTMENT OF PUBLIC WORKS

Total Positions	*Positions Filled	Positions Not Filled	Percentage Filled	*Vacancy Rate %	*In Process %
988	799	189	81%	12%	7%

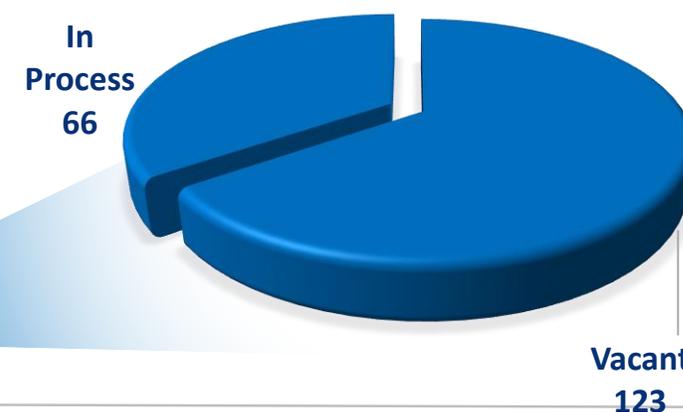
### Overall % Filled by Department

DEPARTMENT	Filled	% Filled
Office of Commissioner	40	73%
Solid Waste Services	374	81%
Transportation	250	83%
Fleet Services	135	78%

### Authorized Positions = 988



### Vacant Breakdown = 189



### Vacancy Control

- Continued Hiring Blitz events scheduled for Solid Waste & Transportation
- Same day pre-employment physical/drug screening after hiring blitz selection
- Conduct on-going touchpoint meetings between hiring managers and HR recruitment lead

\*Vacancy rate = # of vacant positions/total DPW positions

\*Vacant positions – no candidate recommended, but actively recruiting

\*Filled positions – candidate is fully on boarded and working in the position

\*In Process – candidate recommended and currently in the background investigation or pre-employment physical/drug screen

### Key Initiatives

- Focus on turnover reduction and retention in key positions (SWS Drivers)
- Performance Management closeout for FY19 and FY20 goal setting
- Partnering with Commissioner Jackson and DPW Leadership to resolve concerns with compensation structure and other key workplace improvements



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# Thank You

