



CITY OF ATLANTA
DEPARTMENT OF PUBLIC WORKS

Prepared for
City Utilities Committee

FY20Q2 & Q3 Quarterly Updates

Presented May 12, 2020

MAYOR KEISHA LANCE BOTTOMS

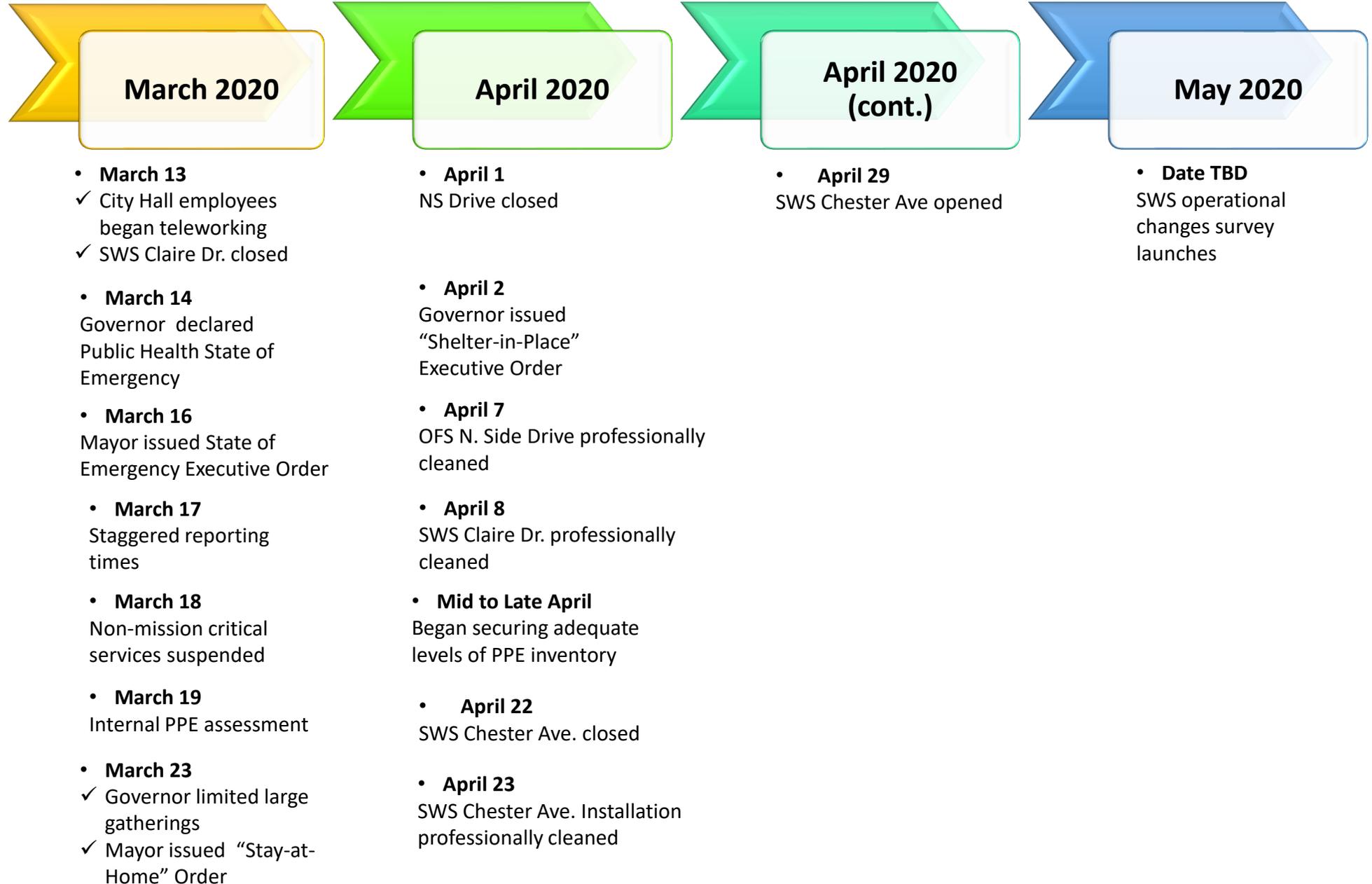
JAMES A. JACKSON JR., COMMISSIONER

DALE FAMBROUGH, INTERIM DEPUTY COMMISSIONER





Overview of DPW's Pandemic Response





DEPARTMENT OF PUBLIC WORKS

Solid Waste Services



SOLID WASTE SERVICES FY20Q2 & Q3 AT-A-GLANCE

Service	Quarter 2	Differential	Quarter 3	Differential
Tons of Debris & Household Waste Collected	32,160	↑ 14.24%	26,262	↓ 18.34%
Tons of Yard Trimmings Collected	8,392	↑ 47.06%	6,357	↓ 24.25%
Tons of Recycling Collected	4,652	↑ 8.51%	4,962	↑ 6.66%
Miles Swept	5,924	↑ 17.76%	5,292	↓ 10.66%
Illegal Dump Sites Cleared	750	↑ 21.60%	820	↑ 9.33%
Tons of Scheduled Bulk Collections	2,126.7	↑ 9.39%	2,230.0	↑ 4.86%
Miles of Grass Cut	65	↓ 41.45%	63	↓ 3.08%
Tires Removed	6,600	0.00%	2,696	↓ 59.15%
Single-Family Condo/	98,224	0.00%	98,224	0.00-%
Dead Animals Removed	405	↑ 0.99%	384	↓ 5.19%
Bins Delivered (Herbies & Recycling)	3,405	↓ 30.07%	3,803	↑ 11.69%
Citations Issued for Top Violations	335	↓ 10.53%	315	↓ 5.97%
Collected in Fines	\$27,640	↑ 31.78%	\$27,700	↑ 0.22%



SOLID WASTE SERVICES SNAPSHOT



Key Accomplishments

- Route Optimization
- Equipment Replacement Plan
- Implementation of new software system, Samsara
- 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

- Training drivers for the deployment of side loaders

Aging Fleet

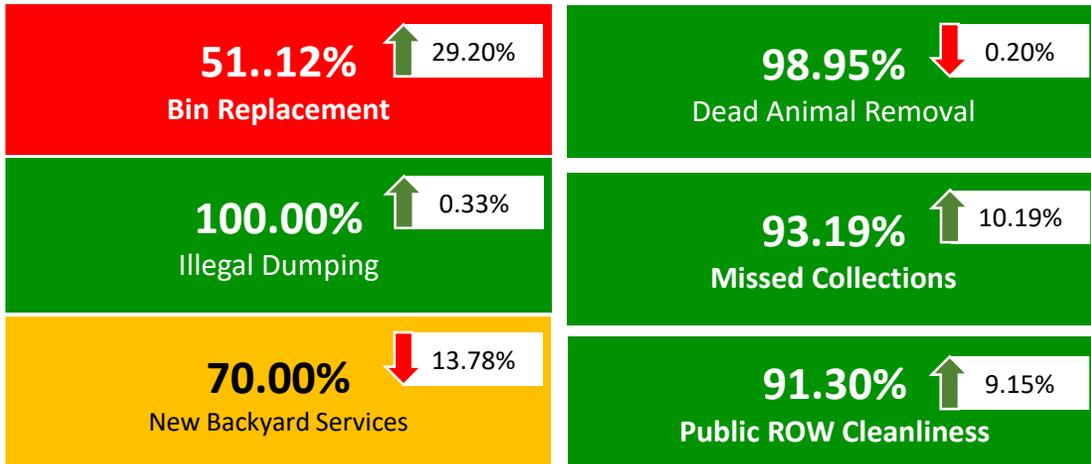
- Purchase new equipment

High Turnover

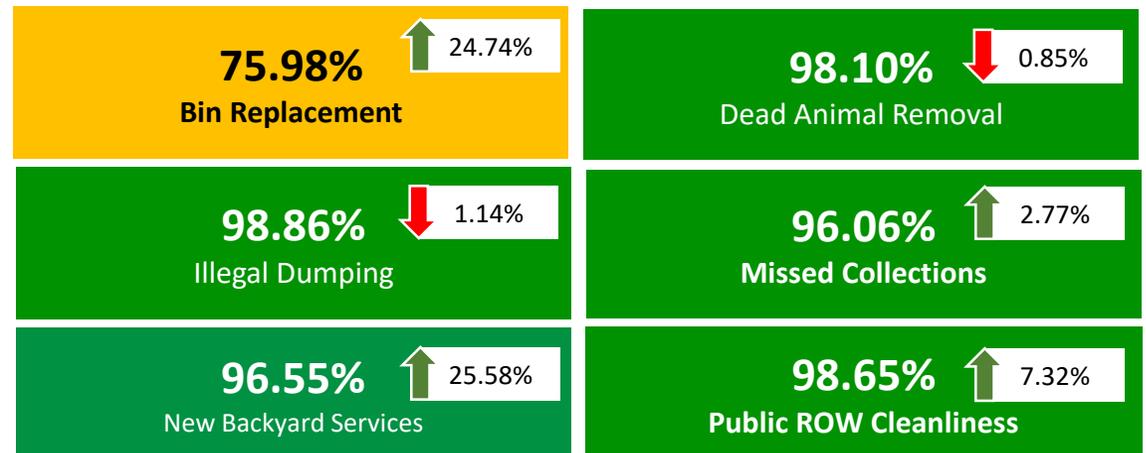
- No hiring blitzes due to pandemic

DEPARTMENT	Percentage SLA Met	Number of Work orders	No. WO meeting SLA
Solid Waste Services Q2	72.47% ↑ 7.82%	12,761	9,248
Solid Waste Services Q3	86.01% ↓ 5.33%	12,117	10,422

Metric Q2



Metric Q3





Residential Street Services Q2 & Q3

QUADRANT	Quarter	MILES	TONNAGE	QUARTER	MILES	TONNAGE
Southeast (Jan., May, Sept.)	2	NA	NA	3	847	400.90
Southwest (Feb., June, Oct.)	2	893	240.40	3	1,262	597.80
Northeast (April, August, Dec.)	2	754	294.80	3	NA	NA
Northwest (March, July, Nov.)	2	739	250.90	3	859	364.30

Commercial Street Sweeping Services Q2 & Q3

MONTH	MILES	TONNAGE
October	1,101	28.65
November	1,194	48.67
December	1,243	57.82
January	769	48.62
February	665	36.57
March	890	27.61





SCHEDULED BULK COLLECTION

Scheduled bulk collection began April 1, 2019.

- Since changing to scheduled bulk collection, 29,396 requests have been created via ATL311, the Solid Waste webpage and the ATL Waste app.
- The average wait time for next available collection day was fifteen days prior to COVID-19.
- “If it doesn’t fit, schedule it” operation began March 30th increasing wait time to 1 month.

Items	Number of Collection Requests (April 1, 2019-Current)
1. Other Household Furniture	11,644
2. Bulky Yard Trimmings	11,383
3. Mattresses (2 or More)	4,723
4. Sofa/Love Seat (2 or More)	4,021
5. 21+ Bags of Yard Trimmings	2,627
6. Bedroom Suite	2,565
7. Chair (2 or more)	2,410
8. Dining Room Set	1,360
9. Barbeque Grills	877
10. Sleeper Sofa	752



CITY OF ATLANTA
DEPARTMENT OF PUBLIC WORKS



Please schedule a bulk collection if an item is too large to fit into a garbage cart.

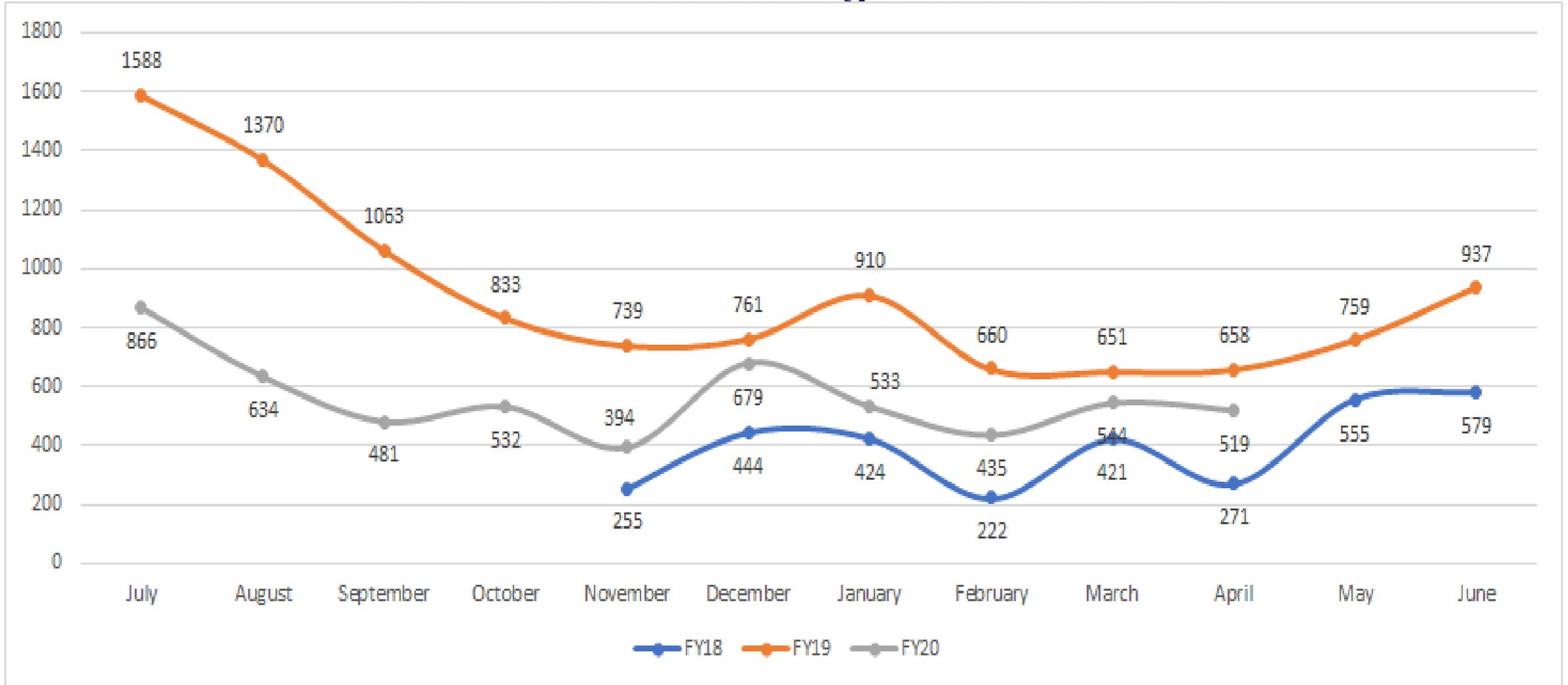
REMEMBER:
IF IT DOESN'T FIT, SCHEDULE IT!

Learn how to schedule a bulk collection, properly dispose of trash, recyclables, and what to do if you suspect your refused has been exposed to COVID-19 by visiting,

www.atlantaga.gov/solidwaste



Missed Residential Garbage Collection Trend



- There was a spike in collections October-December due to leaf season and holidays
- DPW added 19 additional staff from Dept. of Corrections, PAT 3
- Samsara, new routing system, will help us manage pickups more efficiently



NEW SAMSARA TECHNOLOGY



[Click to watch video clip from new Samsara technology installed in Solid Waste vehicles](#)



PROPOSED SOLID WASTE SERVICES' 3-YEAR VEHICLE REPLACEMENT PLAN

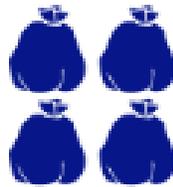
Fiscal Year	Equipment Type	Purchase Cost Per Unit	Number of Recommended Replacements	Replacement Cost
FY21	Front Loader	\$250,000.00	1	\$250,000.00
	1/2 Ton Pickup	\$28,000.00	6	\$168,000.00
	11 Yard Loader	\$220,000.00	4	\$880,000.00
	Refrigerated Truck	\$65,000.00	1	\$65,000.00
	Crewcab Ford Ranger 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	
Total			39	\$2,738,000.00
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
Total			19	\$1,443,000.00
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
Total			5	\$267,000.00





Keep Atlanta Beautiful Commission At-A-Glance FY20Q2 & Q3

Service	Quarter 2	Quarter 3	Compared to Q2
Curbside Recycling Tonnage	4,511 tons	4,962 tons	↑ 10%
Electronics Collected for Recycling	15,000 lbs.	10,000 lbs.	↑ 33%
Clothing & Household Items Diverted from Landfills	1,800 lbs.	1,200 lbs.	↑ 33%
Miles of City Streets De-littered	58 miles	47 miles	↑ 18%
Volunteers & Participants	738	543	↓ 26%
Public Spaces Cleaned & Improved	90	92	↑ 2%
Trash & Debris Collected through Community Cleanups	19,740 lbs.	12,110 lbs.	↓ 38%
Volunteer Hours Contributed	1,354 hours	1,163 hours	↓ 14%



- Slide represents work completed during monthly collection event, volunteer community cleanup efforts, and curbside recycling..
- Also represented: trash tonnage and debris, volunteer hours, and the number of participants



Semi-Annual Scrap Tire Drive

Opportunity for residents, neighborhood organizations and community cleanup groups to properly dispose of scrap tires. Scrap tire removal helps eliminate blighted communities and reduces mosquito breeding sites.

Partners

- Atlanta City Council
- Fix-It ATL
- Public Works
- Keep Atlanta Beautiful Commission
- COA Dept. Of Corrections
- Liberty Tire Recycling

Host Locations

- Saturday, November 2 - Hartsfield Incinerator
- Saturday, November 9 - Victory Outreach Atlanta
- Saturday, November 16- Greenbriar Mall



Tire Amnesty Impact Snapshot

AMNESTY EVENT	TIRES RECYCLED	COST SAVINGS
Fall Tire Drive	1,390	\$10,425.00



Councilmember Sheperd at Fall Scrap Tire Drive



Glass Recycling Update

- Equipment upgrades at Material Recycling Facility (MRF)
- Glass collected curbside is recovered/recycled as of early January 2020

“Feet on the Street” Recycling Contamination Education Campaign

- **Goal:** Educate 98,000 residents and the public about contamination to improve recycling outcomes.
- **Operations:** 5 months to complete 1st round of curbside audits

Results & Findings:

- ✓ Tagged routes reduced non-recyclable material contamination by 19%
- ✓ Tagged routes increased the capture of valuable materials by 9%
- ✓ 11% Exception/Contamination Rate After Tagging (6% decrease)
- ✓ 16% Set Out Rate Per Day





DEPARTMENT OF PUBLIC WORKS

Fleet Services

(#16) 100 Best Fleets



FLEET SERVICES FY20Q2 AT-A-GLANCE

5,751 ↓

Vehicles and Equipment
Maintained and Serviced

5,763 ↓

Service Repairs Completed

96% ↑

City-wide Vehicle Availability

\$97,510 ↑

Revenue from Vehicle/Equipment
Auction Sales

1,989 ↑

Preventative Maintenance
Services Completed

727,254 ↓

Total Gallons
of Fuel Dispensed

96% ↓

Total Vehicle Emissions Completed

28,980 ↑

Total Direct Labor Hours Completed

\$6,446,341 ↑

City-wide Fleet Vehicles Purchased





FLEET SERVICES FY20Q3 AT-A-GLANCE

5,895 ↑

Vehicles and Equipment
Maintained and Serviced

5,899 ↑

Service Repairs Completed

96% ↑

City-wide Vehicle Availability

\$459,858 ↑

Revenue from Vehicle/Equipment
Auction Sales

2,022 ↑

Preventative Maintenance
Services Completed

721,148 ↓

Total Gallons
of Fuel Dispensed

97% ↑

Total Vehicle Emissions Completed

29,976 ↑

Total Direct Labor Hours Completed

\$6,043,567 ↓

City-wide Fleet Vehicles Purchased





Quarterly Financial Snapshot



Look Ahead

- Citywide Refueling System Upgrade
- Turnkey Vehicle/Equipment Auction
- Citywide Truck and Car Wash

DEPARTMENT	BUDGET	Q2 ACTUAL	%	Q3 ACTUAL	%
FLEET SERVICES	\$29,787,507	\$14,826,163	50%	\$21,913,378	74%





Citywide Preventive Maintenance (PM) and Emissions Compliance

City Wide PM Compliance	Percentage (%)
FY20 Q1	97%
FY20 Q2	95% ↓
FY20 Q3	96% ↑

City Wide Emissions Compliance	Percentage (%)
FY20 Q1	98%
FY20 Q2	96% ↓
FY20 Q3	97% ↑

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

Fleet attained its goal of 97% Compliance for Emissions PMs during the Third Quarter





DEPARTMENT OF PUBLIC WORKS

Safety Division



PERFORMANCE METRICS INITIATIVES: SAFETY TRAININGS

835 ↓

New Hire
Training Hours
(Any training conducted throughout the quarter)

1,056 ↑

CDL Employee
Training Hours

29 ↑

Safe Drivers
Recognition Awards

357 ↓

Coached DriveCam Events
(Less harsh DriveCam events)

62 ↓

Training Seats Filled

15 ↓

DriveCam Coaches Training Hours



- To reduce accidents and injuries, DPW Safety continues to make training a focal point
- CDL training hours increased as the new-hire training decreased
- DriveCam events are decreasing as a result of increased training and awareness



SAFETY PERFORMANCE METRICS

FY20	PREVENTABLE ACCIDENTS	PREVENTABLE INJURIES	PREVENTABLE INCIDENTS
FY20Q1	20	9	3
FY20Q2	26 	5 	4 
FY20 Q3	10 	7 	5 
TOTALS	56	21	12



Preventable injuries decreased during FY20Q2 over the previous quarter due to changing seasonal/environmental factors. The warmer weather increases the chance for heat-related illnesses, insect bites and stings.



DEPARTMENT OF PUBLIC WORKS

Emergency Preparedness

RENEW
ATLANTA
PEOPLE



2019-2020

Snow and Ice Response Plan

DEPARTMENT OF PUBLIC WORKS



2019-2020 Winter Weather Season

- Finalized and Distributed 2019-2020 Snow and Ice Response Plan
- Winter Weather Dry Run (12/7/19)
- Eight Total Response Activations



Events & Internal Coordination

- CHOA Christmas Parade (12/7/19)
- Chick-fil-A Peach Bowl Parade (12/28/19)
- East Atlanta Village NYE Fireworks (12/31/19)
- MLK Day Parade (1/20/20)
- U.S. Olympic Team Trial Marathon (2/29/20)
- NCAA Final Four Coordination



Training and Exercises

- Four Active Shooter Training Sessions
- Identify Exits Soft Evacuation Exercise Drills
- Deny Access Exercise Drills



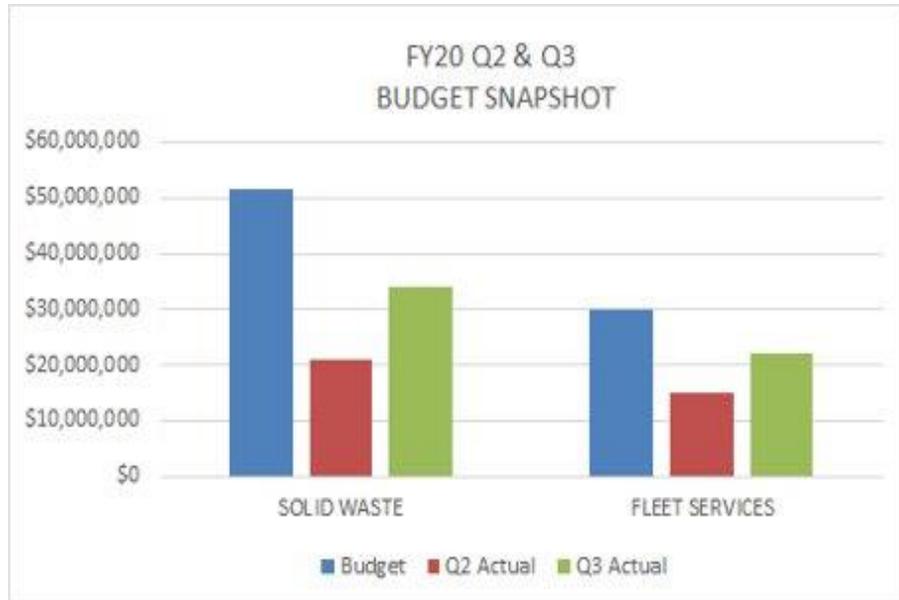
DEPARTMENT OF PUBLIC WORKS

Fiscal Management



FY20 BUDGET SNAPSHOT

DEPARTMENT	BUDGET	Q2 ACTUAL	%	Q3 ACTUAL	%
SOLID WASTE	\$51,610,407	\$21,066,812	41%	\$34,123,132	66%
FLEET SERVICES	\$29,787,507	\$14,826,163	50%	\$21,913,378	74%
TOTAL	\$81,397,914	\$35,892,975	44%	\$56,036,510	69%



Human
Resources



DEPARTMENT OF PUBLIC WORKS

**Human
Resources**



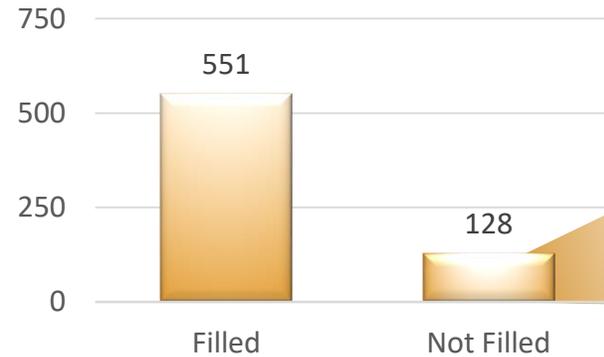
Staffing Scorecard: Department of Public Works

Total Positions	*Positions Filled	Positions Not Filled	Percentage Filled	*Vacancy Rate %	*In Process %
679	551	128	81%	14%	5%

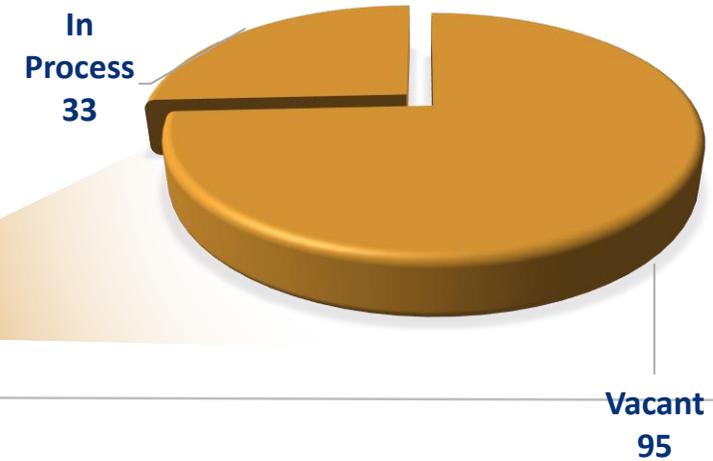
Overall % Filled by Department

DEPARTMENT	Filled	% Filled	Total
Office of Commissioner	39	71%	55
Solid Waste Services	370	82%	452
Fleet Services	142	83%	172

Authorized Positions = 679



Vacant Breakdown = 151



Vacancy Control

- Continued Hiring Blitz events scheduled for Solid Waste
- 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 FY20 goal setting and mid-year evaluation
- The Commissioner and DPW Leadership will continue to work with HR to resolve concerns with compensation structure and other key workplace improvements.



DEPARTMENT OF PUBLIC WORKS

Next Steps



- ✓ This initiative will launch in FY21
- ✓ Developing a Quality Assurance/Quality Control (QA/QC) team to enhance product quality and services
- ✓ QA/QC teams will rate and evaluate services and work with the operation for improvements
- ✓ Route supervisors will now focus on operational management functions within their areas of responsibility. The primary goal is to get them engaged in better oversight of the operations.

Focus Areas

- ✓ Proper container placement
- ✓ Closing lids
- ✓ ROW maintenance quality of work
- ✓ Street sweeping quality of work
- ✓ Garbage collected properly and efficiently
- ✓ Customer survey responses and corrective action



Large amount of debris due to leaf season



Wet conditions resulted in dirt left on road by street sweeper



Third pass resulted in a clean road



DPW of Reorganization Priorities

- ✓ Elimination of All General Funded Positions from Solid Waste or Fleet Services Where Possible (1 or 2 exceptions)
- ✓ The Relocation of Partially Funded Positions Based on Associated Needs (DPW or Transportation)
- ✓ Equitable Distribution of Positions Within DPW, Based on SW or Fleet
- ✓ Maximize Efficiency of Remaining Personnel
- ✓ Span of Control/Layers of Supervision





Which department does what?



DEPARTMENT OF PUBLIC WORKS

- ✓ Solid Waste
- ✓ Recycling
- ✓ Yard Trimmings
- ✓ Litter Basket Collection
- ✓ Bulk Collection
- ✓ Dead Animal Collection
- ✓ Street Sweeping
- ✓ Right of Way Maintenance (mowing, litter picking, etc.)
- ✓ Vehicle Maintenance
- ✓ Vehicle issues / questions
- ✓ *Emergency Weather Planning / Snow & Ice*

CITY OF ATLANTA



DEPARTMENT OF TRANSPORTATION

- ✓ Potholes
- ✓ Sidewalk Issues
- ✓ Resurfacing
- ✓ Signal Retiming /Issues
- ✓ Bridges
- ✓ Mobility Issues
- ✓ MARTA Coordination
- ✓ Capital Projects
- ✓ Major Event Planning
- ✓ Traffic Engineering
- ✓ Traffic Markings
- ✓ Streetlights
- ✓ Sign Repair
- ✓ Permits
- ✓ Parking Management

- Emergency Preparedness (*both*)
- Departmental Workplace Safety and Citywide Workplace Safety (*both*)



CITY OF ATLANTA
DEPARTMENT OF PUBLIC WORKS

Thank You