



DPW
CITY OF ATLANTA • DEPARTMENT OF PUBLIC WORKS

BUCKHEAD COUNCIL OF NEIGHBORHOODS

DPW UPDATE

Presented January 12, 2023

MAYOR ANDRE DICKENS • COMMISSIONER AL WIGGINS, JR.

PUBLIC WORKS

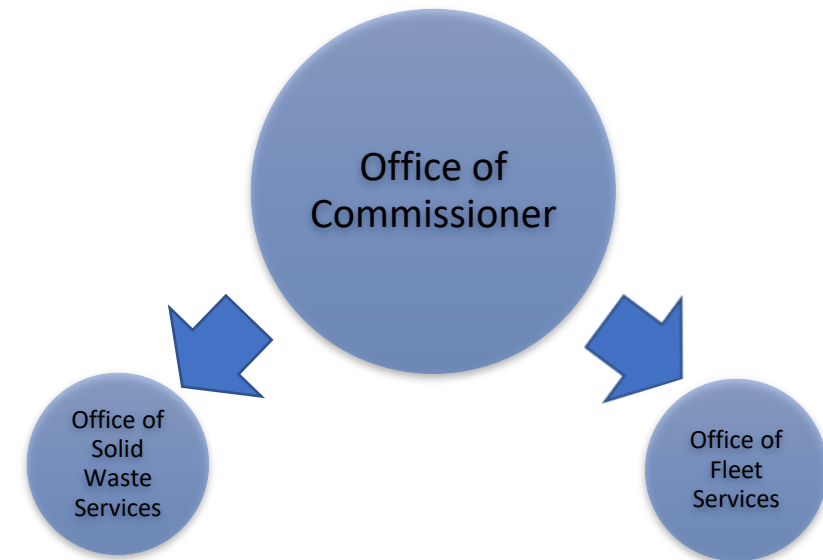
MISSION & KEY FUNCTIONS

MISSION: The mission of the Department of Public Works (DPW) is to enhance the quality of life by providing environmentally safe protections for the welfare of all citizens. DPW promotes livable, walkable, green and sustainable communities, and to support economic development through adherence of policies, goals, and objectives that achieve the Mayor's Vision for the City of Atlanta.

DPW is comprised of three primary offices:

- ❑ Office of the Commissioner (OOC)
- ❑ Office of Solid Waste Services (SWS)
- ❑ Office of Fleet Services (OFS)

The Office of the Commissioner provides leadership and direction for the overall management and operation of the Department Public Works. It also provides support services for the management of departmental operations.



DPW STAFF UPDATE

DPW staffing issues are ongoing, but significant progress has been made.

New hires include:

- ☐ 2 Program Management Officers (PMO)
- ☐ 2 Deputy PMO's
- ☐ 1 Contract Administrator
- ☐ 1 Special Projects Director
- ☐ 2 QA/QC Officers
- ☐ 5 Data Analysts
- ☐ 2 Project Managers
- ☐ 2 Sworn Code Enforcement Officers



Craig Mims – OFS
Program Management Officer



Murphy Glover – OFS
Deputy PMO



Michael Mason – OFS
Deputy PMO



Kent Garmon - PMO
Performance and Innovation



Nicole Smith– OOC
Special Projects Director



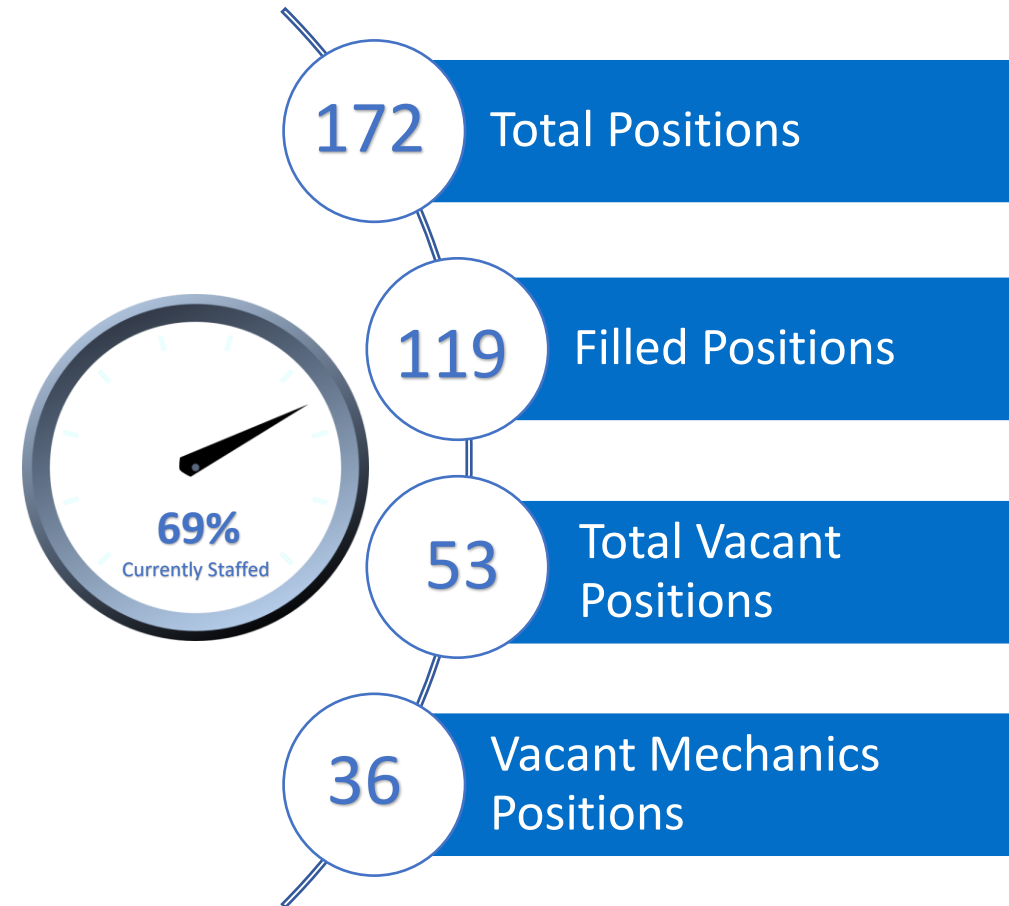
Carletta Washington– OOC
Contract Administrator, Sr.

FLEET SERVICES STAFFING UPDATE

The Office of Fleet Services (OFS) is responsible for the acquisition, maintenance and disposal of the City of Atlanta's motorized equipment fleet, totaling over 5,800 pieces.

- ❑ OFS manages the operations at seven repair locations.
- ❑ OFS provides 10 refueling locations which dispenses over 3M gallons annually.
- ❑ OFS coordinates and executes all internal towing for City vehicle breakdowns.

Office of Fleet Services Vacant Positions



FLEET SERVICES HIGHLIGHTS

Vehicle Purchases

- ❑ OFS successfully sourced several police vehicles despite a national shortage of vehicles, which allowed APD to launch the "Take Home Vehicle" program.

The number of vehicles acquired includes:

- ❑ **APD** - 161 Vehicles
- ❑ **ARFD** - 9 Vehicles

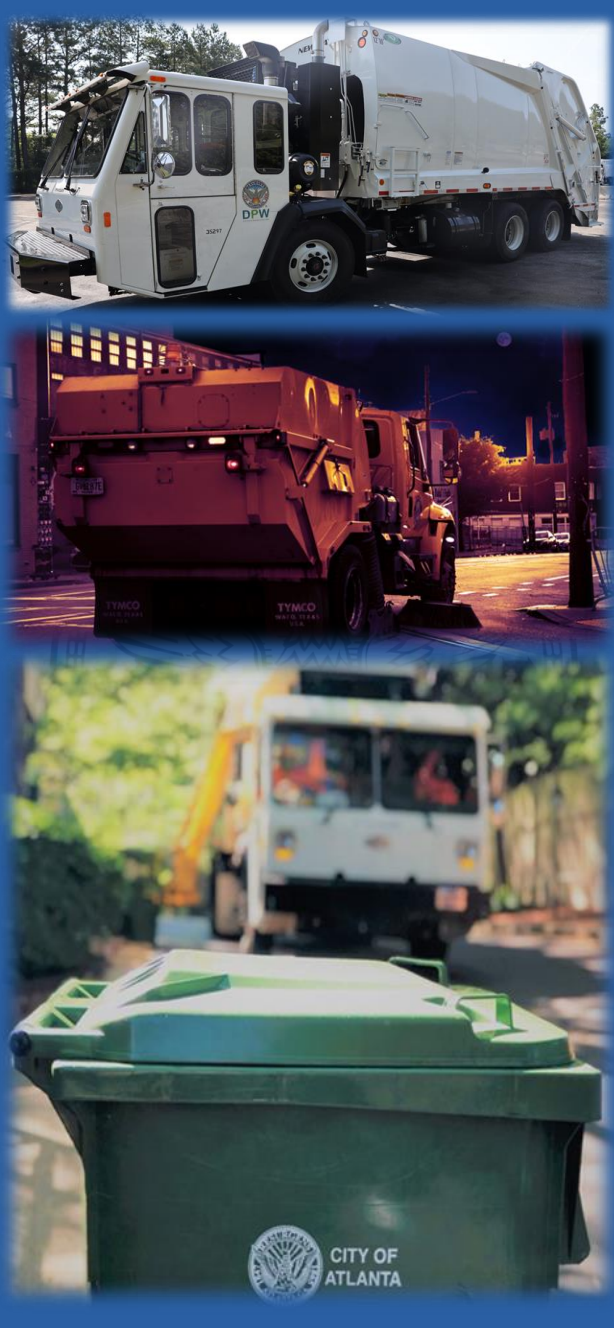
OFS Staffing

- ❑ With new leadership, DPW implemented strategies to improve operational efficiencies. OFS was able to decrease the number of APD vehicles out of service by 38%.

Maintenance/Inventory

- ❑ The average number of vehicles on the APD "Ready Line" per day is approximately 13.
- ❑ OFS organized and ordered parts based on a just in time/just in case model.
- ❑ OFS procured vendors on board to assist with vehicle repairs to augment staff.





SOLID WASTE HIGHLIGHTS

Personnel and Equipment

- ❑ DPW, in partnership with DHR, was able to achieve staffing goals by hosting several job fairs throughout the year.
- ❑ DPW decreased the number of missed curbside collections complaints after the hiring of mid-level managers.
- ❑ DPW modernized the solid waste fleet with the purchase of 13 new garbage trucks.
- ❑ DPW completed a feasibility study of the use of automated side loaders (ASL).
- ❑ DPW prioritized and improved right-of-way (RoW) scheduling to improve coverage of our main corridors.

Cart Delivery

- ❑ DPW created a strike team to assist with decreasing backlog of cart deliveries.
- ❑ DPW developed a strategy to address the supply chain issues.

2022 OPERATION CLEAN SWEEP (OCS) PERFORMANCE METRICS

Volunteer-Based Metrics January – December

EVENTS 319

Total Events

Total Volunteers

3,553



7,851

Volunteer
Hours

58

Tons of Litter
Collected



359

Miles Serviced

1515

Illegal

Dumping Sites Completed



228

Tons of Litter Collected

3,294

Right-of-Way (ROW) Miles



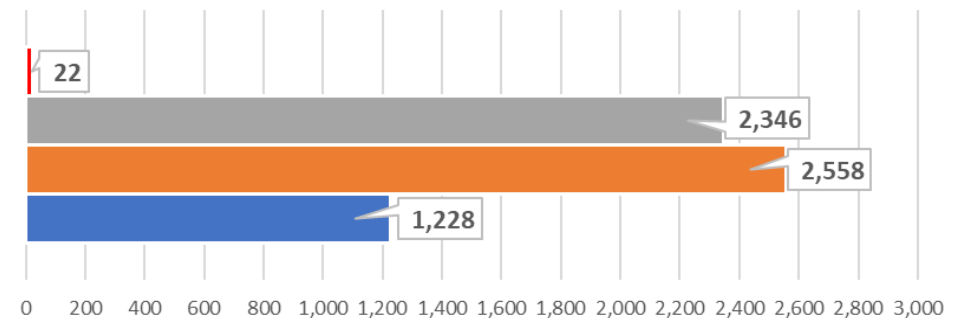
205,575

Receptacles Serviced



35,141

Street Sweeping Miles



Tonnage

■ Dead Animal ■ Illegal Dumping ■ Sweepers ■ Receptacles

Tonnage (All OCS Services)

INNOVATION

Telematic Management Software

- ❑ DPW acquired vehicle routing and tracking software to deploy resources more efficiently.

Mobile Application Development

- ❑ DPW, in collaboration with AIM/GIS, created a mobile application to improve accuracy and efficiency in operations.

Radio Controlled Operated Mowers

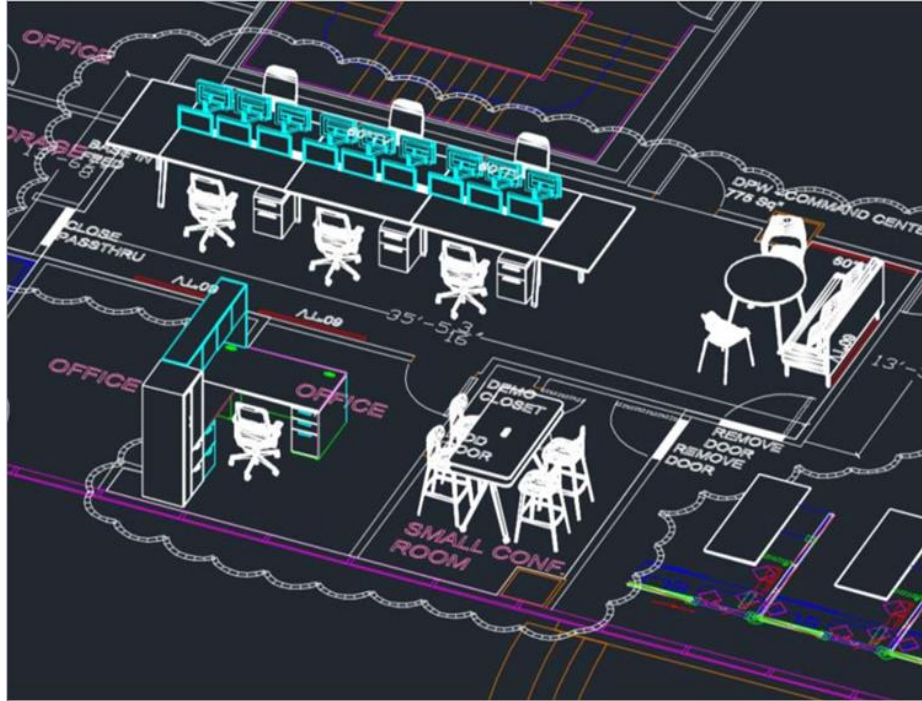
- ❑ DPW is making investments in new technology that can increase productivity and provide a safer environment for employees.

Neighborhood Surveillance Camera Program

- ❑ DPW is tackling illegal dumping and neighborhood blight by investing in new equipment to monitor and deter criminals with the purchase of two (2) mobile surveillance cameras.



INNOVATION



DPW COMMAND CENTER

The Command Center is slated for completion March 31st and will house an Operations Manager and Six dedicated Specialist. The Command Center will utilize Routing (Rubicon) and GIS Technology (ESRI) yielding real-time solutions to create greater precision and efficiency in DPWs daily operations.



DATA ANALYTICS TEAM

DPW formalized a team of data analysts in November of 2022. The focus of this team is the building of big data collection and analytics capabilities to uncover customer, product, and operational insights. Analyzing data sources and proposing solutions to strategic planning problems on a one-time or periodic basis. Management uses such data driven insights to make key decision in successfully progressing the operation forward.

Staffing

The current team consists of one team manager and four data analysts. The future state will include two additional data analysts to meet current and projected demand.

Backgrounds

More than 40yrs of combined work experience in both the public and private sectors paired with academic accomplishments to include MBAs, and Masters Level achievement and professional certifications.

Reports

Provide six weekly reports, approximately 5 Ad hoc reports, monthly reporting and monthly trending and recommendation report



DPW QA/QC TEAM UPDATE



Established

Last quarter of 2022

Objectives

- ☐ Perform evaluations with integrity
- ☐ Drive accountability with contractors and internal partners
- ☐ Ensure city residents receive optimal service
- ☐ Validate services provided by DPW and contracted service providers

Staffing

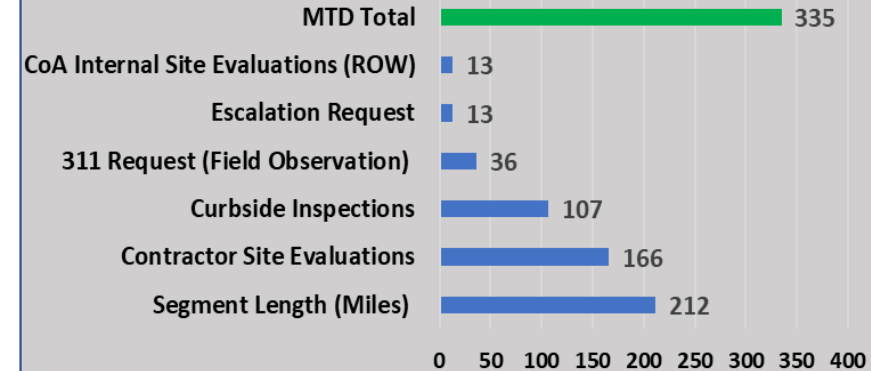
- ☐ The current state includes 1 Supervisor and 3 Specialists
- ☐ The future state will include 2 additional Specialists

Accomplishments

- ☐ Created Standard Operating Procedures (SOP)
- ☐ Implemented Specialist Evaluation Scorecard
- ☐ Implemented Internal RoW Evaluations
- ☐ Updated Contractor Scorecard

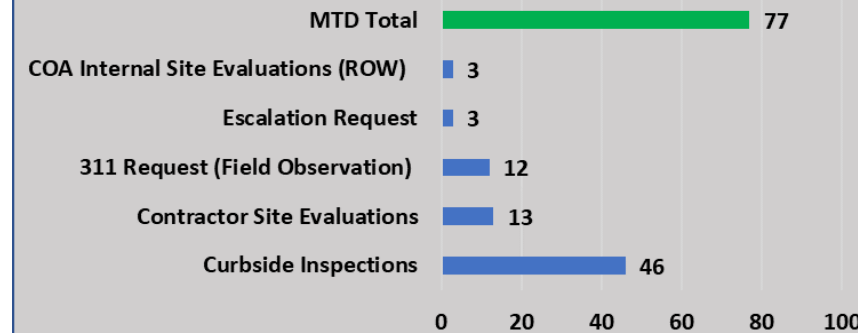
QA/QC Performance Metric

(December 2022)

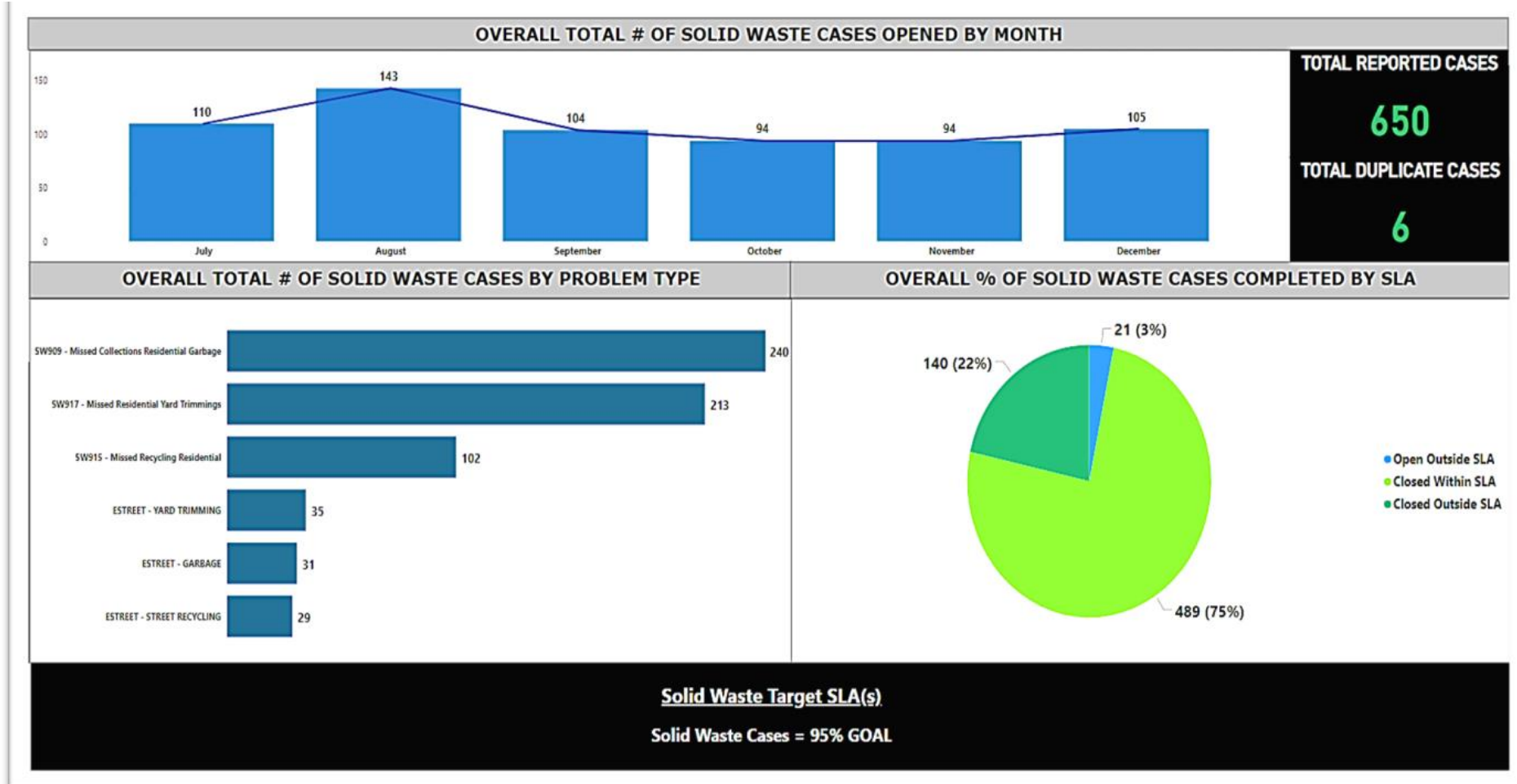


Buckhead Performance Metric

(December 2022)



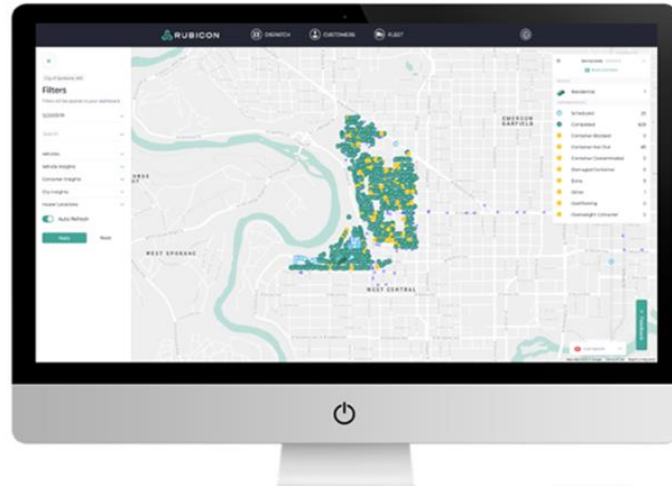
SOLID WASTE UPDATE



SOLID WASTE ROUTING SOFTWARE

Summary of Benefits

- Digitalized Operations
- Reduced Route Time
- Improved Route Efficiency
- Fleet Optimization



JANUARY

- Contract Finalized

FEBRUARY

- Implementation Stage

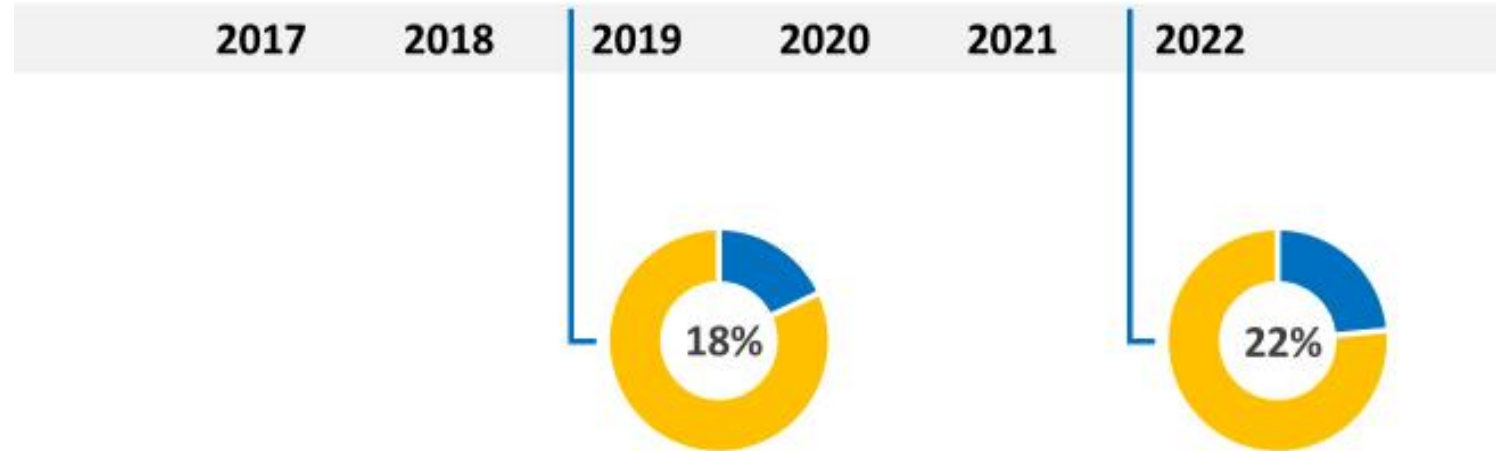
MARCH/APRIL

- Go Live

KEEP ATLANTA BEAUTIFUL COMMISSION (KABC)

Recycling Cart Set-out Rates

The proportion of households that set out their recycling cart for collection.



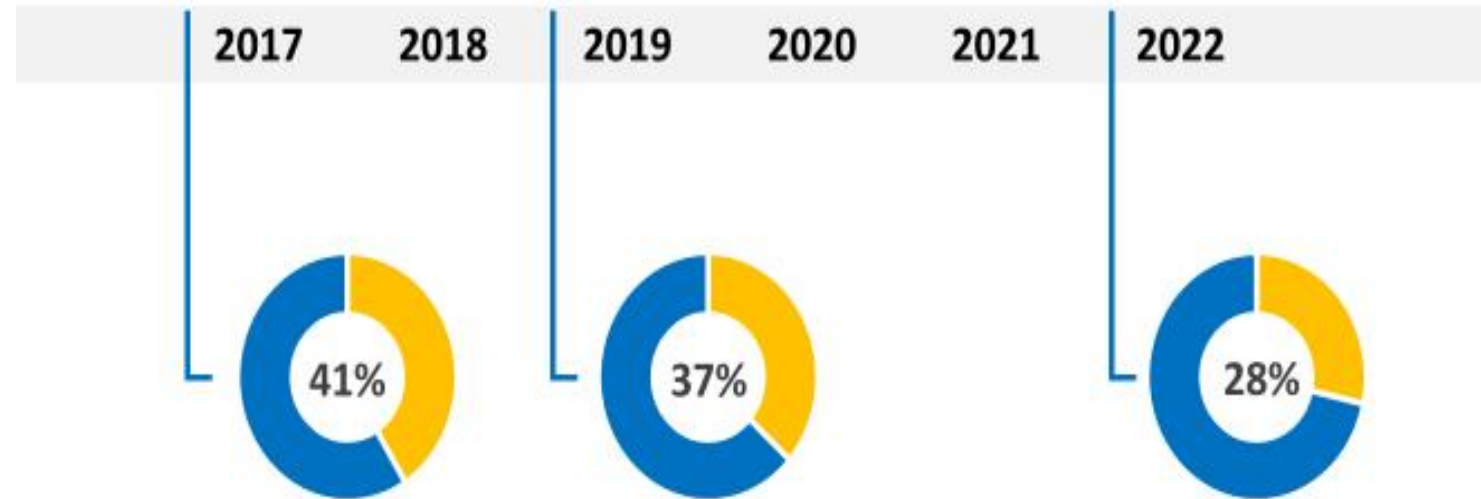
In 2022, over 2,000 more households were setting out their recycling cart for collection than in 2019.



KEEP ATLANTA BEAUTIFUL COMMISSION (KABC)

Recycling Contamination Rates

The proportion of participating households with any visible presence of unacceptable items in their recycling collection cart.



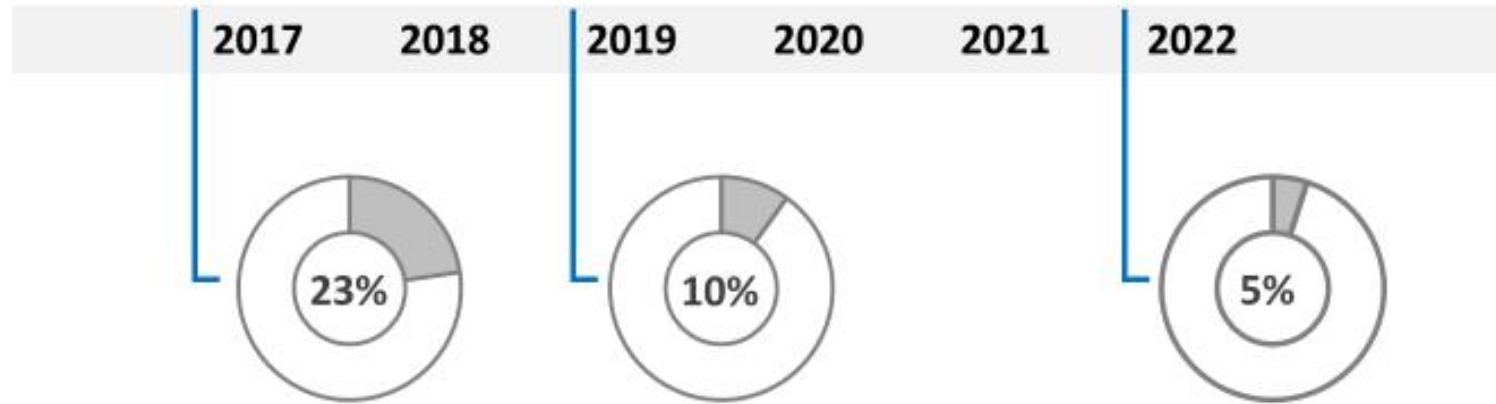
Contamination rates **dropped by more than 30%** from 2017 to 2022.



KEEP ATLANTA BEAUTIFUL COMMISSION (KABC)

Bagged Recyclables in Recycling Carts

The proportion of households with any visible presence of bagged recyclable materials placed by residents in their recycling cart. Bagging poses operational challenges to recycling processors.



Carts containing bagged recyclables have **declined by almost 80%** since 2017.



COMMUNITY ENGAGEMENT

KEEP ATLANTA BEAUTIFUL COMMISSION COMMUNITY CLEANUPS

CY2022	Events	Volunteers	Volunteer Hours	Miles Cleaned	Tons Collected
Total	319	3,553	7,851	359	58





DPW

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THANK YOU