



CITY OF ATLANTA

Kasim Reed
Mayor

Cesar C. Mitchell
President

Michael Julian Bond
Post 1 At Large

Mary Norwood
Post 2 At Large

Andre Dickens
Post 3 At Large

Carla Smith
District 1

Kwanza Hall
District 2

Ivory Lee Young, Jr.
District 3

Cleta Winslow
District 4

Natalyn Archibong
District 5

Alex Wan
District 6

Howard Shook
District 7

Yolanda Adrean
District 8

Felicia A. Moore
District 9

C. T. Martin
District 10

Keisha Lance Bottoms
District 11

Joyce Sheperd
District 12

OUR VISION

To become the premier provider of efficient and effective Transportation and Solid Waste Services through a corporate and teamwork approach.

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Tel: 404.330.6240 Fax: 404.658.7552
atl311.com



2015

ANNUAL REPORT



CITY OF ATLANTA
DEPARTMENT OF PUBLIC WORKS



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DEPARTMENT OF PUBLIC WORKS

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MESSAGE FROM THE MAYOR

I am pleased to present the City of Atlanta's Department of Public Works 2015 annual report.

The Department of Public Works (DPW) provides vital services to the City of Atlanta every day. Whether it is developing and maintaining roads and bridges, installing energy-saving lights on highways and streets, or handling and disposing of solid waste, our public works dedicated professionals work hard to deliver industry leading services in an effort to ensure a high quality of life for our residents and visitors.

Last year was a banner year for DPW. Voters overwhelmingly approved the \$250 million Renew Atlanta Infrastructure Bond. Over the next five years, the City of Atlanta plans to complete more than two hundred transportation and municipal facility projects, including major repairs and upgrades from an infrastructure backlog of nearly \$900 million.

The Atlanta Streetcar began taking passengers on a 2.7 mile track through the heart of downtown Atlanta one year ago and, continues to provide its riders easy access to the many amenities and attractions our great city has to offer. DPW has completed numerous attractive streetscape projects throughout the city, and construction is underway on our high-priority bicycle facilities to share the road with all modes of transportation using a complete streets urban design approach. The department also purchased its first compressed natural gas-fueled garbage trucks which reduce costs and cut pollution, contributing to cleaner air in our city.

As first responders in weather emergencies, the Department of Public Works has significantly increased its capabilities through state-of-the-art technology and equipment which includes a new fleet of salt brine trucks to ensure that the City is well-prepared for winter storms. Additionally, DPW continues to leverage the benefits of ATL311, the City's innovative customer service system, to deliver timely service and repairs.

As we move forward on additional important projects, the Department of Public Works looks forward to maintaining and improving the City's infrastructure through strong community partnerships, transparent policies and sustainable procedures which will lead to increased public safety, health, and wellness for all residents and visitors of Atlanta. It is indeed an exciting time for our city and I encourage you to learn more about the Department of Public Works in this report.

Sincerely,



Kasim Reed, Mayor

“The Department of Public Works looks forward to maintaining and improving the City’s infrastructure through strong community partnerships, transparent policies and sustainable procedures.”

MESSAGE FROM THE COMMISSIONER

I am pleased to present the Department of Public Works 2015 annual report. As your Commissioner, I am honored and proud to lead our department in providing Atlanta residents, visitors, businesses and institutions with responsive and quality public works services. These services include transportation, solid waste, fleet, and streetcar delivered by a dedicated team of 859 full time employees.

The following pages detail much of the work and accomplishments for the department. They include servicing over 96,000 single family homes with residential solid waste, recycling, and yard waste curbside collection; maintaining and operating a transportation network of over 1500 center line miles of streets; providing maintenance and repairs to over 5000 pieces of city vehicles and other moving equipment ranging from dump trucks to fire trucks; maintaining clear passage of major bridges and roads during snow & ice events, and operating the new 2.7 mile Atlanta Street Car system.

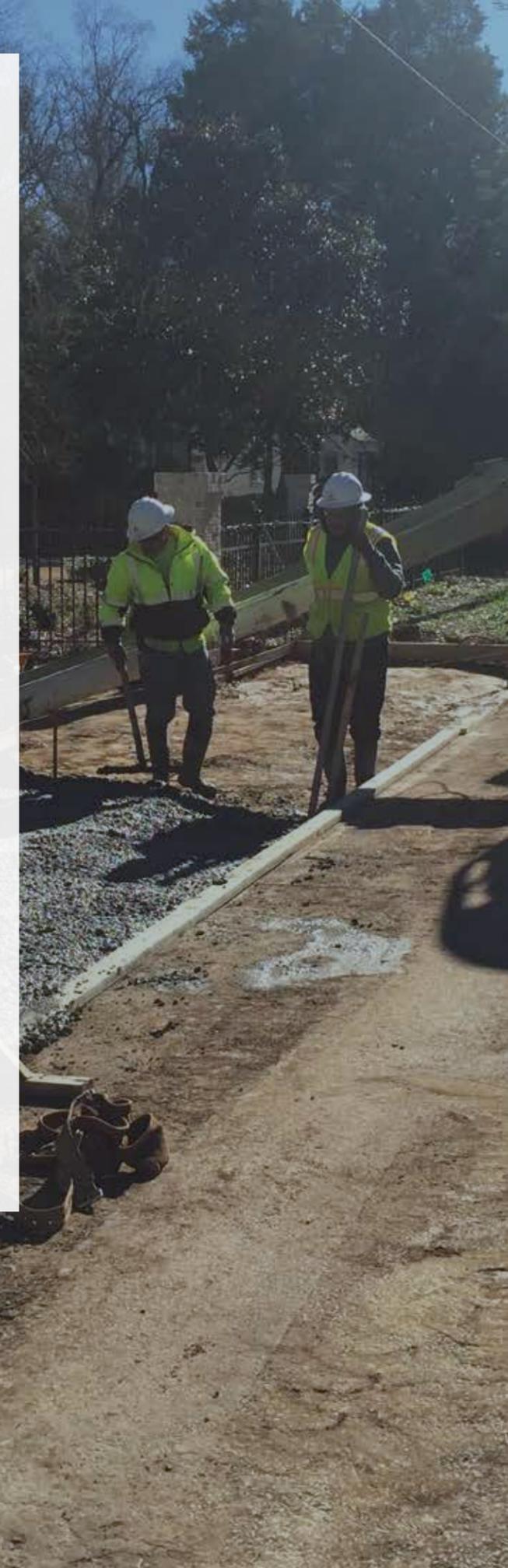
I am also proud to report that Public Works, along with the Department of Planning & Economic Development, the Mayor's Office of Enterprise Assets Management and the Chief Operations Officer successfully led the passage of the \$250 million Renew Atlanta Infrastructure Bond referendum. We are excited as we move forward with the execution of much needed transportation infrastructure improvement projects to begin to address the city's critical deferred maintenance needs.

Thank you for taking a moment to review our progress. On behalf of all Public Works employees I express our gratitude for allowing us to serve.

Sincerely,



Richard Mendoza, Commissioner





Faye DiMassimo,
Renew Atlanta
Infrastructure Bond Project
General Manager

"It is an honor to work with Mayor Kasim Reed's administration and lead the City of Atlanta's bond program to address pressing infrastructure needs. There is no greater investment to be made in our future economic success than that of Renew Atlanta. We are busy investing \$250 million in public infrastructure, including \$184 million in Department of Public Works assets. This is critical to our ongoing economic competitiveness and attracting of our community to partnership investments. Working with the City's leadership team, including Department of Public Works Commissioner Richard Mendoza, with our State and Federal partners, and the business community, I have no doubt we will meet and exceed program delivery expectations in a transparent and performance-driven manner."

RENEW ATLANTA BOND

MARCH 17

The bond was passed by 8 out of 10 voters

JULY 29

The Groundbreaking of the first Renew Atlanta Bond project on Lynhurst Drive

8 STREETS

resurfaced from August to December



DID YOU KNOW?

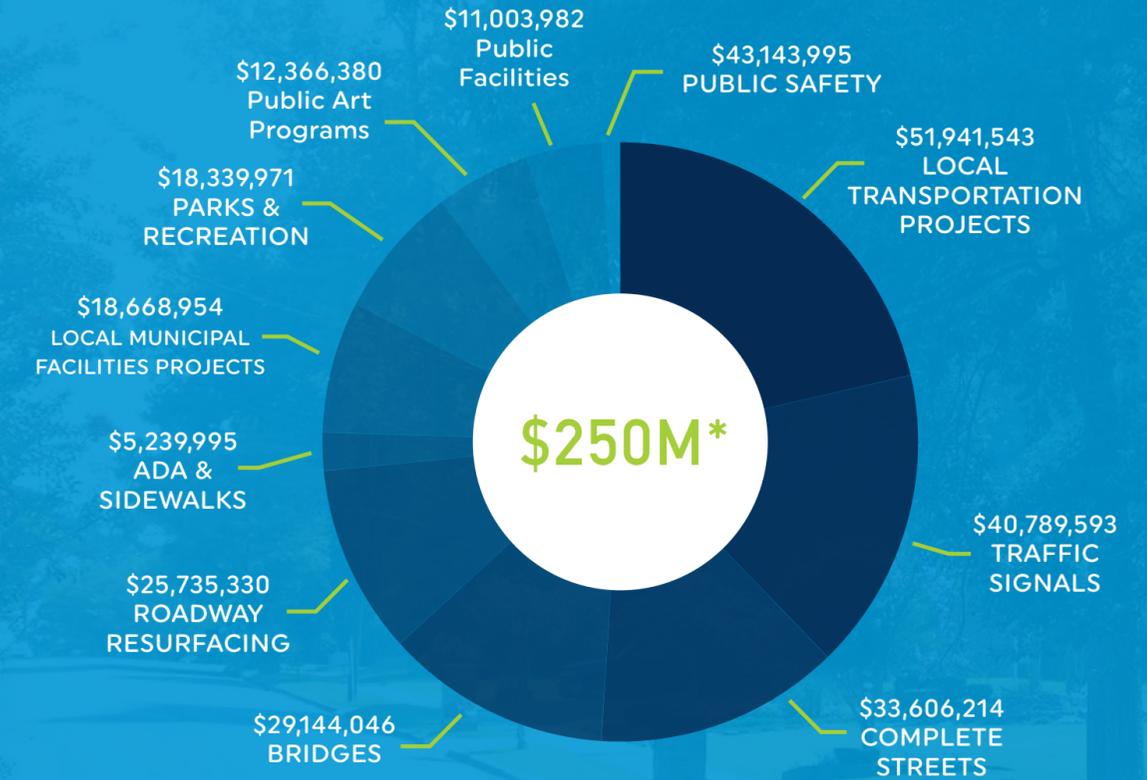
Atlanta voters overwhelmingly supported the Renew Atlanta infrastructure bond in a special election on March 17, 2015.

Atlanta now stands ready to begin the process of clearing a more than \$900 million infrastructure backlog that had threatened to grow to between \$1.5 billion and \$2 billion

The program will fix roads and bridges, build more than 30 miles of complete streets projects and bicycle lanes, and will synchronize Atlanta's traffic signals for the first time.

City Hall, the Municipal Courts, the Atlanta Workforce Development Agency, the Public Works Complex and certain neighborhood centers need and will receive life safety improvements, ADA upgrades and structural and building system upgrades.

DPW FUNDING



* Note: Amount is strictly project related costs and excludes \$2M for bond financing costs.

TRANSPORTATION AND MUNICIPAL FACILITIES PROJECTS:

The Renew Atlanta bond focuses on Transportation and Municipal Facility projects. Transportation projects will include building accessible sidewalk ramps in accordance with the Americans with Disabilities Act (ADA). High-priority bridges will be repaired or replaced. Others will receive preventative maintenance like cleaning, painting, and joint sealing. The City will continue to expand and build Complete Streets. These modern roads provide safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages. Other roadways will be resurfaced with curb, sidewalk, and sign repairs. These improvements will provide safer, more efficient access to employment centers, commercial districts, government centers, hospitals, parks, and other common use areas. In addition, school zone beacons will be installed at school zone crossings throughout the city. Finally, Atlanta's traffic signals will be optimized for the first time. Signals along all major thoroughfares will be linked to the Atlanta Traffic Control Center (ATCC). This coordination effort will improve commutes around the city.

OVERVIEW

The Renew Atlanta bond initiative is Atlanta's first major investment in aboveground infrastructure in more than a decade. Renew Atlanta will fund numerous infrastructure projects that represent a first step toward resolving a substantial repair backlog. It was developed through years of research and more than 100 public meetings with extensive community input. The program will fix roads and bridges, build more than 30 miles of Complete Streets, and optimize Atlanta's traffic signal operations.

The \$250 million Renew Atlanta bond program is the first step toward addressing a \$900 million infrastructure backlog that threatened to increase if left unaddressed. Thanks to the City's strongest credit rating in 12 years, Atlanta can pay the total debt service on these bonds without requiring any additional money from taxpayers.

Mayor Kasim Reed worked with the Atlanta City Council to develop the general obligation bond program to make urgent repairs to infrastructure without raising property taxes. The City will repay the low-interest bonds with approximately \$20 million in annual cost savings identified by the Mayor's Blue Ribbon Commission on Waste and Efficiency.

These infrastructure improvements mean a better quality of life for the citizens of Atlanta. Enhancements to transportation and municipal facilities will lead to job growth and economic development. They will support healthier lifestyles and greater public safety for Atlantians. Upgraded facilities will provide quality service, allowing the diverse talents of Atlanta's citizens to flourish.

Optimizing traffic signals will reduce congestion and commuting times. Complete Streets will improve mobility and provide more transportation options. Upgrading fire and police stations will offer improved neighborhood security. A dynamic arts program will enrich the beauty and creativity Atlanta has to offer.

Renew Atlanta promises to position Atlanta for the future by addressing critical infrastructure needs today. The Renew Atlanta initiative would not have been possible without substantial input from the citizens of Atlanta. The City is committed to continued communication about the status of the program's projects. For more information and updates, please visit RenewAtlantaBond.com.

\$900M

The \$250 million Renew Atlanta bond program is the first step toward addressing a \$900 million infrastructure backlog that threatened to increase if left unaddressed.

\$20M

The City will repay the low-interest bonds with approximately \$20 million in annual cost savings identified by the Mayor's Blue Ribbon Commission on Waste and Efficiency.

WHO WE ARE

Maintaining the city's infrastructure is our highest priority.

DEPARTMENTS

OFFICE OF COMMISSIONER (OOC)

OOC provides leadership and direction for the overall management and operation of the Department of Public Works. It provides support services for the management of departmental operations. These support services include human resource and labor relations; public relations and community outreach; budget administration and management; monitoring of contracts; grants; assessments; analysis of operations for improving effectiveness and efficiency; and coordination of legislative affairs for the department.

OFFICE OF FLEET SERVICES (OFS)

OFS is responsible for the acquisition, maintenance and disposal of the City of Atlanta's motorized equipment fleet of 4,673 units and 756 components, totaling over 5,429 pieces. This Office is also responsible for the purchasing and dispensing of over three million gallons of fuel annually. Additionally, this office partners with other City departments in the delivery of critical City services.

OFFICE OF TRANSPORTATION (OOT)

OOT is responsible for overseeing and maintaining the City's infrastructure. It provides a variety of services to the citizens of Atlanta, internal operating departments, and governmental agencies. This office is comprised of Transportation Engineering, Transportation Operations, Transportation Planning, and Capital Improvements.

OFFICE OF SOLID WASTE SERVICES (SWS)

SWS is responsible for the collection and disposal management of solid waste within the City of Atlanta. This office is also responsible for waste reduction and recycling; landfill post-closure management; solid waste management and analysis; education and enforcement; street sweeping and cleaning; dead animal removal; facilitating the Keep Atlanta Beautiful program; and assisting with city-wide emergency operations.

MEET THE DPW TEAM



RICHARD MENDOZA
Commissioner
Department of Public Works



LARRY KING
Deputy Commissioner
Public Works



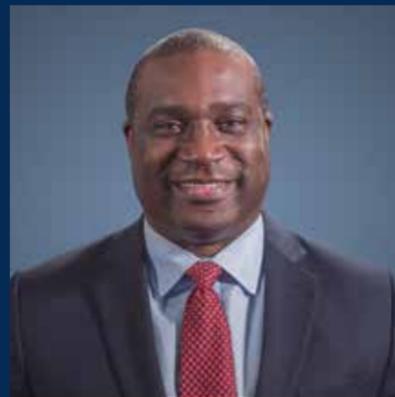
DALE FAMBROUGH
Program Management Officer
Fleet Services



CHRISTOPHER FETTERMAN
Program Management Officer
Solid Waste, Operations



KANIKA GREENLESS
Executive Director
Keep Atlanta Beautiful



PIERRE JOHNSON
Director of Performance
Management

OUR MISSION

The mission of the Department of Public Works is to deliver industry leading Public Works services that maintain and improve the City's infrastructure through strong community partnerships, transparent policies, and sustainable procedures utilizing a highly effective and dedicated workforce leading to increased public safety, health, and wellness for the residents of Atlanta.



REGINALD T. JAMES
Safety Manager



GAYLA DODSON
Program Management Officer
Solid Waste, Special Services



SHELLEY PEART
Program Management Officer
Transportation, Capital Projects



VALERIE WINROW
Director of Communications
& Community Engagement



ALISHA SHANDS
Human Resources Director



RITA BRASWELL
Program Management Officer
Finance & Administration



COTENA ALEXANDER
Program Management Officer
Transportation Services



WILLIAM "BILL" ECKEL
Director
Fleet Services, Operations



TRACEY WOODS
Director
Fleet Services, Administration



WHAT WE DO

The Department of Public Works touches the lives of the residents and visitors in the City of Atlanta as directly and as frequently as any other city department.

CORE FUNCTIONS

- City Transportation Infrastructure
- Public Safety, Health, and Cleanliness
- Fleet Management

The Department of Public Works is comprised of four Offices: Commissioner, Solid Waste Services, Fleet Services, and Transportation Services. We manage the city's public right-of-way and handle some of the most frequently reported community issues such as traffic signals, street signs, street striping, potholes, household garbage pick-up, and recycling. Public Works also provides transportation engineering and planning services to the City as well as public parking, fleet management, and operations of the Atlanta Streetcar.

The Department engages in consistent communications outreach and educational initiatives with community groups, organizations, and businesses to maintain an ongoing line of communication. This ensures that we are meeting citizen expectations with regard to the public right-of-way.

GOALS & OBJECTIVES

The Department of Public Works will seek to exceed industry standards in merit and excellence by implementing mandatory safety compliance, offering advanced training opportunities, and professional development for our workforce, and providing excellent customer service.

In an effort to develop sustainable strategies that effectively meet the needs of our internal and external customers we will develop an infrastructure renewal plan, while increasing collaboration with citywide agencies.

We will strengthen community partnerships continuously by implementing best practice initiatives and programs that allow the public to engage in the care and maintenance of the public right-of-way.

FOCUS ON CUSTOMER SERVICE

The Public Works Speakers Bureau is available to come to community meetings and events. The Bureau can offer information on Public Works operations like sidewalk repair, safety in the public right-of-way, traffic calming, recycling, and other topics.



5,429 PIECES

OFS is responsible for the acquisition, maintenance and disposal of the City of Atlanta's motorized equipment fleet of 4,673 units and 756 components, totaling over 5,429 pieces.

A QUICK LOOK AT THE NUMBERS



COMMUNITY
CLEAN-UPS

127



VACANT LOTS
CLEARED

177



SPECIAL EVENTS

13



ILLEGAL DUMP
SITES CLEARED

1,040



TIRES COLLECTED

20,800



ILLEGAL SIGNS
REMOVED

21,481



LED LIGHTS
INSTALLED

22,857



BRIDGES
MAINTAINED

164



VEHICLES AND
PIECES OF
EQUIPMENT

5,600

The Department of Public Works delivers services that maintain and improve the City's infrastructure. Through strong community partnerships, transparent policies, and sustainable procedures, the Department of Public Works' dedicated team works to increase public safety, health, and wellness for the residents of Atlanta.

CAPITAL PROJECTS BY THE NUMBERS



PLANNED

7



DESIGNED

10



UNDER CONSTRUCTION

4



CLOSED OUT

13

34
ACTIVE
PROJECTS

\$47.3M
TOTAL
BUDGET

PROJECT HIGHLIGHTS

- Ribbon Cutting Ceremony, Greenbriar Parkway/Headland Drive Streetscape Improvement Project
- Ribbon Cutting Ceremony, Simpson Road Sidewalk Installation Project
- Ground Breaking Ceremony, Howell Mill Road Sidewalk Installation Project

OVERVIEW

The Office of Transportation plays a key role in maintaining Atlanta's roads, highways, and sidewalks. We handle day-to-day road maintenance like repairing potholes and damaged sidewalks. We also manage Right-of-Way for more complicated projects where work might disrupt or interfere with public space. For example, we would handle permitting for a request to repair a sewer line that would also impact a road and sidewalk. We also help the city comply with the Americans with Disabilities Act and improve pedestrian safety.

The Office of Transportation places and maintains streetlights within Atlanta's road network. We manage 962 stop-and-go traffic signals, over 120 school flashers and other signal devices, 16,000 city-owned street lights, and 37,000 lights leased from Georgia Power. We also have preliminary plans for signal upgrades for 102 intersections along major corridors as part of the Renew Atlanta Bond Project.

TRANSPORTATION



WE VALUE OUR
COMMUNITY PARTNERS.

22,857

To date, we have installed 22,857 of the 27,762 planned LEDs.

90%

Our street light maintenance is above 90% effectiveness and we quickly respond to failures.

COMMUNITY INVOLVEMENT

The Office of Transportation values community involvement and customer service. We respond to reports from constituents through the ATL-311 program or direct calls to our office. The community provides critical information about locations that are a priority. Citizens report connectivity issues, potential hazards, and ADA noncompliance concerns for Office of Transportation evaluation.

The Neighborhood Planning Unit (NPU) is available to help the public interact with the Office. The ambassador meets with community members every third Monday and Tuesday of the month to discuss upcoming projects. Customer service is a priority for the Office. When we receive a complaint, we pledge to visit the site within 24 hours to take pictures and evaluate the situation. Our street light maintenance is above 90% effectiveness and we quickly respond to failures. Throughout the year, we focused on our backlog of sidewalk maintenance requests. We also received customer service training to reaffirm our commitment to "Getting it Done!"

COMMITMENT TO SUSTAINABILITY

With many lights and signals to manage, we value energy efficiency. Switching to LED lights will reduce energy consumption, save money, and help the environment. LED lights last for over 15 years, ten years longer than their predecessors. The higher cost of LED installation will be offset in only 3.6 years thanks to the money saved powering the lights. LEDs offer other advantages, too. They improve nighttime visibility and reduce sky glow. We can also monitor them remotely, so we will know when they need repair. Phase 1 of the project is 82% complete. To date, we have installed 22,857 of the 27,762 planned LEDs.

BRIDGES

The City of Atlanta owns 164 bridges. They require upkeep and must pass bi-annual inspections from the Georgia Department of Transportation. The Office of Transportation is responsible for the safe maintenance of these vital parts of Atlanta's traffic infrastructure.

Some maintenance is routine. For example, we paint bridges' superstructures and keep the roads and right-of-way clear of debris. We also keep drivers safe by installing proper signs for height and weight clearances. However, much of our maintenance is critical to the safety and long-term health of our bridges. We repair cracked or broken concrete with patches. When we find extensive corrosion or failed expansion joint materials, we repair or replace them. We even make repairs to bridge foundations when necessary.

Our efforts are paying off. Since 2007, we have reduced the number of Atlanta's low-rated bridges by more than half. This includes the replacement of the Mitchell Street and Fairburn Road Bridges. We also made extensive improvements to the Peachtree Street, Ivan Allen, Hollywood Road, Adams Dive, Edgewood Avenue, and Spring Street Bridges.

SAFE ROUTES TO SCHOOLS (SRTS) PROGRAMS

The Office of Transportation participates in the Safe Routes to Schools (SRTS) program. The SRTS program was created by a federal transportation bill with the goal of increasing the number of students who can safely bike or walk to school. The Office of Transportation completed two SRTS programs in Metro Atlanta to help students at Morningside, Sandtown, Love Nolan, and Seaborn Lee Elementary Schools. Over \$750,000 was invested to improve safety for students. A third project is planned for Atlanta Charter Middle and Atlanta Neighborhood Charter Schools.

GOALS FOR 2016

The Office of Transportation plans to build on last year's successes in 2016. The Office is committed to increasing the mileage of street repairs and resurfacing projects by the end of fiscal year 2016. We also plan to complete more than 7 miles of sidewalk repairs and continue with the LED street light conversion program.

The Office is also committed to training and improvement. Staff members will partner with Atlanta Technical College to compete an Electrical License program to make ongoing signal and street light maintenance more safe and efficient.

\$750,000

Over \$750,000 was invested to improve safety for students. A third project is planned for Atlanta Charter Middle and Atlanta Neighborhood Charter Schools.

DPW GETTING IT DONE



962
STOP-AND-GO
TRAFFIC SIGNALS MANAGED

OVER
53,000
LIGHTS MAINTAINED

236 POINT
REPAIR SIDEWALK
PROJECTS



50 MILES
OF ROADWAY
RESURFACED



REDUCED THE NUMBER OF
LOW-RATED
BRIDGES
BY HALF SINCE 2007



Recycling
You Recycle
We Reward
Perks

CARTLANTA
recycling. get into it.

96,000
HOMES SERVED WEEKLY



COMPLETED
2
SAFE ROUTE
TO SCHOOLS
(SRTS)
PROJECTS
TO ASSIST

4
ELEMENTARY
SCHOOLS

PROJECT SPOTLIGHT: NORTH AVENUE STREET MAINTENANCE

Potholes and simple sidewalk repair are typically expected from the Office of Transportation, North Avenue Street Maintenance Division. On a daily basis this facility does general street maintenance including pot hole and point repairs as well as sidewalk repairs. The team is not often highlighted for the major repair work they do in the city. "Yes, we do a lot at this facility. On any given day a simple pothole can manifest into a major point repair," says Joanne Henderson, Maintenance Manager.

North Avenue was recently tasked with assessing repair needs for Vannoy Street located in southeast Atlanta. During construction of the year-long project, the road maintenance team worked diligently to assure and maintain a safe work zone and quality of work.

Vannoy Street was in disarray and in serious need of repair. Trash was continuously clogging the pipes located in the culvert causing continuous flooding along the street. The Department of Watershed Management joined in the efforts to resolve the flooding by removing debris from the underground drainage system. Once the flood problem was resolved, North Avenue set the wheels in motion to begin the resurfacing process which consisted of paving and installing concrete curb.

The massive project would involve all sections within North Avenue. The teams effectively divided the work for traffic control, shape & graveling, curb installation, ADA ramps and driveway aprons. Then, to finish up the project, the asphalt crew performed the paving and the bridge crew installed a new fence. The collaborative team effort from Watershed Management and the Office of Transportation were proven to deliver positive results.

The total cost of this project was approximately \$40,000.00. The Department of Watershed Management spent approximately \$10,000.00 and the Office of Transportation spent approximately \$30,000.00 on the Vannoy Street Project, including materials and labor. The North Avenue Office of Transportation was able to significantly cut costs by designing this project in house. The project was completed in June 2015.

"We are especially proud of the North Avenue Team for their diligence in partnering with Watershed Management in completing this much needed project in a cost effective way. The neighborhood was well pleased with the cleaning of the culvert and the subsequent paving, curbing, and fence installation," said Cotena Alexander, Transportation Program Management Officer.

In addition to the heavy construction work associated with this project, North Avenue employees also established and maintained good communication with the residents of Vannoy Street properly conveying detour routes for motorists and ensuring the proper detour signs were visible. "The quality assurance that was involved in this project was amazing. Both Sylvester Alexander, Transportation Manager and Garrett Bell, Installation Chief were constantly on the job site while the work was underway.

"I am grateful to our crews and the leadership at North Avenue for their hard work and commitment to this project," said Richard Mendoza, DPW Commissioner.



STREETCAR OVERVIEW

The Atlanta Streetcar opened on December 30, 2014. It represents the evolution of Atlanta as a hub for commerce and connectivity in the 21st Century.

The completion of Phase 1 established the 2.7 mile East-West Route which connects Centennial Olympic Park to the Martin Luther King Jr. National Historic Site with twelve stops. Streetcars run every 10 to 15 minutes, depending on ridership and traffic conditions. The area within ¼ mile of the route has seen considerable investment: Since 2011, 41 private projects valued at \$651 million have been completed, with 43 additional projects in the pipeline valued at \$864 million.

Additional phases will extend Streetcar services over 50 miles connecting communities and key destinations along on-street corridors and the Atlanta Beltline. The City of Atlanta and the Atlanta Beltline want to add 16 miles of new double-tracked service. These new tracks will establish service on the east and west sides of the Atlanta Beltline corridor and in the Midtown Business District.

Starting on January 1, 2016, passengers are required to show proof of proper fare payment. One-way adult trips are \$1 and two children up to 46" tall can travel at no cost with a paid adult (additional children must pay the adult fare). Adult one-day passes are \$3. Riders can purchase streetcar passes at all 12 stops using credit cards, debit cards, and stored value on Breeze Cards.

THE ATLANTA STREETCAR PROJECT

- The Atlanta Streetcar offers enhanced mobility for transit-dependent populations.
- It also improves circulation and direct connectivity to the existing transit services coming into Midtown and Downtown
- Compared to other transportation projects, Streetcar implementation can move forward as soon as funding is awarded. Jobs are created and economic benefits are realized more quickly.
- Permanent rail tracks like the Atlanta Streetcar have been shown to spur economic development in other cities like Portland and Seattle.
- Attractive, convenient service has increased transit ridership, foot traffic, and customers for businesses near:
 - Centennial Olympic Park
 - Georgia State University
 - Civic Center
 - Arts Center
 - Edgewood and Auburn Avenue
 - Peachtree Corridor

DID YOU KNOW?

A new Georgia law fines drivers \$250 for passing garbage trucks too closely. If drivers want to pass a garbage truck, they must move a full lane over. If it's impossible to do that, they must drop to at least ten miles per hour below the speed limit before passing.

SOLID WASTE SERVICES

OVERVIEW

What does the Office of Solid Waste Services do? More than you may think! We handle the collection of residential garbage, recycling, and yard debris. We also clean up vacant lots, manage the city's recycling program, enforce codes relating to lawn maintenance, and assist the city in emergency operations.

The Office of Solid Waste is comprised of two divisions: Administration and Operations. The Administration Division houses Education and Enforcement, Waste Reduction, and Management Analysis. These groups are responsible for code enforcement, maintaining waste reduction contracts, recycling, route analysis, educational publications, and budget preparation.

The Operations Division handles the day-to-day work of collecting household garbage, bulk rubbish, and yard trimmings. We manage the curbside collections of 96,000 customers on a weekly basis by quadrant. Solid Waste Services runs 61 trucks Monday through Thursday, which collect and distribute waste to four landfills. These landfills are monitored and maintained under the direction of the Environmental Protection Division to ensure that air and groundwater remain safe. Yard debris, trees, and stumps are set to the Hartsfield grinding operation for processing. The ground-up material is then used as fuel for other waste disposal operations!

RECYCLING

Solid Waste Services Recycling is responsible for all recycling efforts in the department. We educate the community on recycling, assist with recycling programs, and make sure there is no contamination in recycling operations. Our efforts are vital to meeting the Mayor's goal of diverting 90% of municipal solid waste from our landfills by 2020.

We host and attend events throughout the year to increase awareness about recycling and the consequences of contamination. Some of our events include:

- Attending City Councilmember engagements
- Holding recycling-related events in the City Hall atrium
- Hosting story time arts-and-crafts meetings at libraries, school, and senior citizens centers
- Visiting Neighborhood Planning Units (NPU's)

These events foster our commitment to community involvement. We tailor our programs to reach into communities that have the highest contamination and lowest recycling rates. For example, our research maps showed a high correlation between contamination and a lack of recycling near MARTA bus lines. In response, we began the development of a recycling promotional campaign specifically for MARTA buses instead of billboards.

We also host Third Saturday Recycling Events. Each month, residents can come together at the Mall West End to recycle clothing, electronics, tires, #6 polystyrene, paper for shredding, and household goods.

SOLID WASTE SPECIAL SERVICES

Solid Waste Services Special Operations assisted with 127 Community Clean-ups and collected approximately 165 tons for the annual year 2015. By partnering with Community Leaders and citizens this program improves the quality of life within the community & the city's right-of-ways. When communities identify and clean up highly littered areas within their community, their efforts are not only seen instantly, but it allows Solid Waste Services to focus on other areas within the city; thereby improving the service levels for keep Atlanta clean and beautiful. It is a "win, win" for the communities, the citizens and Public Works.

SOLID WASTE SERVICES EDUCATION AND ENFORCEMENT TEAM (SWEET)

The Solid Waste Services Education and Enforcement Team (SWEET) is responsible for the enforcement of solid waste code and assisting in recycling and other programs. The team consists of 11 enforcement officers assigned by quadrant. These officers handle illegal dumping, illegal sign placement, graffiti, and improper waste disposal. SWEET has implemented a plan to track and monitor violators and increase enforcement and education in trouble spots. Eventually, this process will be automated so customers can easily track the issues they report.

The Solid Waste Education and Enforcement Team issued 664 citations and collected \$52,666 in 2015.

GOALS AND ACHIEVEMENTS

The Office of Solid Waste Services earned praise for its work in 2015. The Recycling Department earned a Distinguished Service Award for Waste Reduction and Recycling from Keep Georgia Beautiful. The Office also launched a program called Recycling Perks. Customers accrue points each time they recycle and can redeem their perks at participating retail locations. The combination of Perks with watershed management newsletter inserts, contamination postcards, and Neighborhood Leader partnerships helped the community recycle 4,229 tons of material in 2015.

One of our goals for 2016 is to reduce the amount of waste going to our landfills, primarily through recycling. We will support this goal by presenting clear, accessible information about recycling to the community.

We have also created a Vehicle Replacement Plan and continue to partner with Fleet Services to begin purchasing equipment. In addition, we will continue to develop our employees through ethics, safety, and FEMA training courses.

We strive to meet these goals while coming in under budget. All activity is funded through solid waste fees. The Department is an enterprise fund, meaning we are self-sufficient and do not take money from the general fund.

4,229

The combination of Perks with watershed management newsletter inserts, contamination postcards, and Neighborhood Leader partnerships helped the community recycle 4,229 tons of material in 2015.



DID YOU KNOW?

96,000 Customers

We manage the curbside collections of 96,000 customers on a weekly basis by quadrant.

664 Citations

The Solid Waste Education and Enforcement Team issued 664 citations and collected \$52,666 in 2015.

61 Trucks

Solid Waste Services runs 61 trucks Monday through Thursday, which collect and distribute waste to four landfills.

127 Community Clean-Ups

Solid Waste Services Special Operations assisted with 127 Community Clean-ups and collected approximately 165 tons for the annual year 2015.



FLEET

OVERVIEW

The Office of Fleet Services manages repair and service for over 5,600 city vehicles and equipment. The Office is also responsible for powering these vehicles and purchases over 3 million gallons of fuel each year. These vehicles support a variety of activities and partner with other departments to deliver critical city services.

In 2015, we undertook several important projects to improve our operations. We were able to reduce over \$450,000 in repair parts inventory and stay under budget for the first time in 8 years. We closed a \$4 million deficit in six months by increasing internal labor rates and incorporating indirect costs back to the internal service fund. We sold \$1.3 million in retired vehicles and equipment. We installed Radio Frequency Identification (RFID) on city vehicles so that refueling can be conducted with zero human errors. Finally, we performed lifecycle and utilization studies to inform our capital replacement plan.

We also used online auctions to sell over 3.35 million in surplus equipment. There are currently 83 more units pending auction. We were also able to maintain our commitment to customer service. The Office attained 90% or higher on all of our Service Level Agreements. We opened two new Compressed Natural Gas (CNG) stations. We added electric vehicles to the fleet to reduce emissions and environmental impact.

We will build upon this success in 2016. We plan to conduct emissions testing in-house. We will also implement a training program for our mechanics and establish a dashboard matrix to measure and track departmental performance.

COMMITMENT TO SAFETY

The Office of Fleet Services is committed to safety. To further this goal, the Office implemented the DriveCam program. Cameras were installed in city vehicles to improve driving skills and reduce accidents and financial liability.

Since its inception, Public Works has seen a reduction in DriveCam coachable events month-to-month. We started tracking and pushing behavior coaching in May 2015. At that time, we had a backlog of 1,200 coachable events. By mid-August, this number decreased to just 19 events in the backlog.

SINCE THE INCEPTION OF THE DRIVECAM PROGRAM, THE FOLLOWING REDUCTIONS IN COACHABLE BEHAVIORS WERE ACHIEVED:

83% Unbelted driver	85% Unbelted passenger
74% Cell phone usage	63% Following too close
58% Not looking far ahead	100% Other distractions

FINANCE

OVERVIEW

Budget and Fiscal Management resides under The Office of Commissioner (OOC). The Office of the Commissioner provides administrative leadership and direction, and support for the overall management and operation of the Department of Public Works. These administrative services include human resource and labor relations; public relations & community outreach; budget and fiscal management; information technology; contracts and procurement; performance management and coordination of legislative affairs for the department.

The Budget and Fiscal Management Group oversees the efficient and effective management of money (funds). It is the specialized function directly associated with assisting management of the Department of Public Works with achieving the specific goals of the department:

TO CONTROL RESOURCES

FOR ACCOUNTABILITY

TO COMMUNICATE PLANS TO VARIOUS RESPONSIBILITY CENTER

TO EVALUATE THE PERFORMANCE OF MANAGERS

TO MOTIVATE MANAGERS TO STRIVE TO ACHIEVE BUDGET GOALS

TO PROVIDE VISIBILITY INTO THE COMPANY'S PERFORMANCE

FUNDING

In 2015, \$46.7 million went to fund personnel costs. The remaining \$54.7 million covered supplies, capital outlays, interfund charges, and other costs.

2015 OPERATING BUDGET

FLEET SERVICES REVENUE \$28,592,581

GENERAL SERVICES REVENUE \$26,268,816

SOLID WASTE SERVICES REVENUE \$46,537,054

TOTAL: \$101,398,451