

Memorandum



CITY OF DALLAS

DATE September 21, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **Update on Delayed Garbage and Recycling Collections**

Recently, I added the newly created department of Equipment & Fleet Management to my executive portfolio. As you know, some of our customers are experiencing late or delayed garbage and recycling collection, due to fleet availability. I wanted to update you on how we are responding to fleet issues affecting sanitation and give a timeline for improvement.

We plan to fully restore service within the next 120 days. Equipment & Fleet Management and Sanitation Services are working together to monitor and prioritize repairs to meet minimum daily availability needs. When we first notified Council of this issue, Sanitation's daily fleet availability was at approximately 80 percent of the minimum daily need. Over the past three weeks, minimum daily availability has improved to over 90 percent of the minimum daily need.

Approximately 25 percent of the Sanitation fleet requires daily turnaround times on repairs, in addition to scheduled periodic maintenance. Sanitation has a fleet of 357 collection units; a specific complement of 266 are needed each day to cover collection activities. Of the 266 units, 130 units are needed specifically for garbage and recycling collection. On average, more than 90 units are turned in each day for repairs or maintenance. Some daily turned in units require major repairs or parts, preventing the asset from being returned to service. These major repairs typically include suspension, electrical system, power train issues, and body repairs.

Several initiatives to provide enhanced maintenance support to Sanitation Services are currently underway. These include:

- Utilizing targeted overtime; specifically, additional labor hours on Saturday and Sunday when Sanitation operations are not in service
- Realigning staff resources to create a third (late night) shift at the NW Service Center which has the largest contingent of Sanitation fleet that needs next day turnaround
 - Implementation began September 12 with full service delivery expected on September 26
- Evaluating redeploying decommissioned Sanitation fleet
 - Surveying vehicles with the greatest potential for repair or reliable salvage parts
 - Working expeditiously to secure third-party repairs as needed

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- Purchasing incoming equipment with FY 17-18 funding
 - 4 new rearloaders have arrived, with 16 more scheduled for delivery before the end of the year
 - As the new fleet arrives, incumbent equipment will not be retired immediately but instead left in-service as reserve
 - Retention of these vehicles will assist meeting Sanitation's minimum daily needs
- Changing maintenance location for some non-Sanitation fleet from NW Service Center to NE Service Center to rebalance the workload
 - This will allow NW to provide greater focus on Sanitation Services fleet
 - Upon evaluation, NE has the capacity to service additional vehicles and maintain a high vehicle availability level
 - Estimated launch on October 15, 2018

There are also existing or planned EFM initiatives that will have a significant impact on maintenance support over the long term.

- Staffing levels for EFM have remained relatively consistent with 11 percent turnover for the past 5 years, however:
 - We are aggressively working to fill 25 mechanic positions
 - EFM is also developing a potential contract for temporary hire of mechanics
- The FY 2018-19 budget includes the addition of 6 mechanics that will be solely dedicated to Sanitation fleet
- Increased safety and multi-point inspection checks on Sanitation equipment to holistically improve the health of the aging fleet until it can be replaced
- Acceleration of the FY 2018-19 purchase of Sanitation fleet
 - Sanitation, EFM, and Procurement Services are meeting to develop an expedited timeline for City Council consideration
 - Staff anticipates Council consideration by the end of 2018.
- Staff is developing specifications to increase third party maintenance capacity and parts availability with Council consideration anticipated for first quarter of 2019

In summary, fleet availability should improve incrementally over the coming months due to maintenance initiatives and the deployment of newly purchased Sanitation equipment. In the interim, staff will continue to notify affected customers and council members' offices through e-mail, 311, and social media. I am also pleased to report that the changes underway are beginning to yield significant improvements in service; Sanitation Services reported 100 percent collection on all refuse and recycling yesterday, with no delayed routes.

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If you have any questions or concerns, please contact my office or Donzell Gipson, Interim Director of Equipment and Fleet Management.



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Chief Financial Officer

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney (Interim)
Craig D. Kinton, City Auditor
Billierae Johnson, City Secretary
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Directors and Assistant Directors