

**Committee on the Budget and Government Operations**  
**Chicago Department of Streets and Sanitation**  
**November 5, 2013**  
**Commissioner Charles L. Williams**

Honorable Chairman Austin and Members of the City Council:

As we look toward the future of Chicago, the Department of Streets and Sanitation (DSS) remains committed to increasing efficiency and implementing additional cost saving measures, while effectively maintaining the high level of service Chicagoans have come to expect from our department.

As the City's largest provider of non-emergency services, we respond to over one million requests each year in key service areas, including: garbage and recycling collection, forestry services, street cleaning, snow removal, automobile towing, graffiti removal, rodent control services and vacant lot cleaning.

The department's proposed 2014 budget responsibly utilizes taxpayer dollars to support our work to deliver the best services to our residents. With your support, we will continue to focus on delivering the highest quality services, while exploring new operational and administrative strategies that allow us to make the most efficient use of our resources.

**2013 Highlights: Capitalizing on Operational Reforms**

When Mayor Emanuel took office, he tasked DSS with developing operational and administrative reforms that challenged us to work smarter for residents. Throughout 2012, DSS began implementation of a series of changes across many of our service areas to boost efficiency and increase productivity. This year, we continue to capitalize on these improvements to realize real efficiency gains and cost savings.

In 2013, we successfully completed the citywide transition to the Grid Garbage Collection system, benefitting 600,000 Chicago households. The new system will save Chicagoans approximately \$18 million annually in refuse collection with decreased drive times, fuel costs, vehicle maintenance, facilities costs and labor costs. In fact, by moving to the Grid Garbage Collection system, the department reduces its average daily refuse collection truck deployment from nearly 360 trucks to less than 320 trucks each day.

We've made structural changes to both the facilities and management structure of DSS, and have ensured the presence of Ward Superintendents within their assigned Wards to coordinate refuse collection and all other city services, including snow operations. To ensure the continued success of the Grid Garbage Collection system, the department formalized training programs for Refuse Collection Coordinator, Division Superintendents, Assistant Division Superintendents and Ward Superintendents. The trainings provide an in-depth education on the grid system and numerous other city services.

On top of implementing a citywide transition to the Grid Garbage Collection system, DSS recently completed the full citywide expansion of residential blue cart recycling, reaching 600,000 households. This expansion provides Chicagoans with easy access to recycling services and helps us to be a more environmentally friendly city. Under Mayor Emanuel's leadership, the City implemented a managed competition for recycling services that will reduce operations costs by approximately \$4 million annually. This competition process allowed DSS to expand service levels and paved the way for the full citywide expansion of residential blue cart recycling.

Other Key 2013 Highlights include:

- In partnership with union leadership, DSS created a more versatile work force by transitioning employees to general laborers performing multiple job responsibilities, rather than employees performing only a few specific responsibilities. Through this process, we implemented a graduated pay scale saving the City over \$2.7 million in the first year, and we anticipate saving \$30 million over six years.
- To date, DSS has completed over 110,000 graffiti removal jobs. This is a nearly 25 percent increase over the 2012 completion rate.
- In 2013, DSS added five painters to our graffiti removal program. They have completed over 46,000 paint graffiti removal jobs just this year.
- Through implementation of an aggressive forestry plan that included \$2.6 million to support the inoculation of ash trees against the emerald ash borer insect as well as trimming thousands of parkway trees, DSS increased forestry work throughout Chicago, including inoculating over 37,000 ash trees.
- More than 30,700 parkway trees were trimmed in 2013 – an increase of more than 32 percent as compared to last year.
- There are 77 City and private contractor recycling crews operating each day all across the city. To date, these crews have collected 54,000 tons of recyclable materials, and we anticipate collecting 75,000 tons by year's end. This is a significant increase from the approximately 56,000 tons of recycling collected all of last year.
- In 2013, DSS completed over 40,000 rodent baiting jobs throughout Chicago, with preventive baiting up by nearly 17 percent from last year.

These successes could not have been realized without our partnership with the City Council, and we welcome your continued feedback and support as we work to deliver the best services possible to your communities.

#### **2014: Refining Services, Training to Increase Efficiency**

In 2014, the department will continue to build on the successful efficiency and cost saving measures while continuing to refine systems and procedures as needed. In order to maintain the success of the Grid Garbage Collection system and other cost-saving reforms, DSS will expand training opportunities to all Bureaus, including laborers and drivers. Efficiencies can only be achieved and subsequently maintained with a well-trained workforce.

On top of the training already provided to personnel, additional on-site training sessions with laborers and drivers will be conducted during 2014. These training sessions will ensure all laborers and drivers are aware of the latest policies and procedures. DSS will also continue the monthly "tool box" training sessions with all Bureaus. These tool box sessions address safety issues and safety concerns in an effort to reduce workplace injuries and eliminate unsafe working conditions.

Next year, DSS will regularly conduct internal audits to ensure procedures are followed and assist in the development further training materials. Previous internal audits conducted by the department have led to improvements in procedures and training exercises. Once employees have been trained, our department recognizes that it is imperative that employees continue to be held to the same high standards for which they were trained. Internal audits will be an ongoing process throughout 2014 to help the department improve productivity, hold personnel accountable for job performance and find additional cost savings.

In addition to ongoing personnel development, DSS will continue to examine the entire Grid Garbage Collection system to adjust existing Division boundaries to ensure the correct amount of resources are deployed within the respective Division along with making additional adjustments as needed.

To find additional cost savings, we will conduct a citywide audit of all black garbage carts in Chicago to better understand where black carts are in demand. Audit tags will be placed on each cart to assist the department in managing and maintaining our inventory of black garbage carts. This tagging system will provide a real time understanding of the number of black carts throughout Chicago and communities in need of additional carts. By implementing an electronic tagging system, the department is able to save Chicago taxpayers through repurposing garbage carts that are not currently in use and placing the correct numbers of carts in communities.

Chairman Austin and Members of the City Council, in the coming year, the Department of Streets and Sanitation hopes to continue our thoughtful partnership to improve the services we provide to your communities. We welcome the opportunity to discuss the unique needs of your communities and the chance to improve our service to the residents of Chicago.

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# Streets and Sanitation

# 2014 Budget Hearing

## MBE/WBE Data

Period: 01 Oct 2012-30 Sep 2013

Total Purchases: \$77,040,563.21

	MBE	WBE	Total MBE/WBE Purchases
WBE	n/a	\$4,512,852.08 (5.86%)	
Asian	\$21,833.10 (.03%)		
African-American	\$7,472,932.78 (9.70%)		
Hispanic	\$10,882,728.25 (14.13%)		
<b>Total Purchases</b>	<b>\$18,377,494.27 (23.86%)</b>	<b>\$4,512,852.08 (5.86%)</b>	<b>\$22,890,346.21 (29.71%)</b>

## Staffing Data

	Male	Female	Total	%
Asian	44	3	47	2.27%
Black	712	319	1,031	49.85%
Hispanic	375	57	432	20.89%
White	505	53	558	26.98%
<b>Total</b>	<b>1,636</b>	<b>432</b>	<b>2,068</b>	<b>100%</b>
	79.11%	20.89		

	Male	Female	Total	%
Asian	1	0	1	1.2%
Black	31	23	54	64.3%
Hispanic	15	1	16	19.0%
White	11	2	13	15.5%
<b>Total</b>	<b>58</b>	<b>26</b>	<b>84</b>	<b>100%</b>
	69%	31%		

	Male	Female	Total	%
Asian	5	0	5	3.9%
Black	25	10	35	27.1%
Hispanic	21	6	27	20.9%
White	56	6	62	48.1%
<b>Total</b>	<b>107</b>	<b>22</b>	<b>129</b>	<b>100%</b>
	82.9%	17.1%		

## Interns

School	Gender	Race
Corliss High School	Male	Black / African-American
Simeon High School	Male	Black / African-American
Simeon High School	Male	Black / African-American
Julian High School	Male	Black / African-American
Bowen High School	Male	Black / African-American

# CHICAGO DEPT. OF STREETS AND SANITATION

COMMISSIONER'S OFFICE  
121 N. LaSalle St. Room 1107

Commissioner  
Charles Williams

(312) 744-4611 Office

## TRAFFIC SERVICES 120 N. Racine Ave. 2<sup>nd</sup> Floor

Contractual Towing Management

City Towing

Auto Pounds Management

Vehicle Impoundment Programs

Special Traffic Services

## FORESTRY 2352 S. Ashland Ave.

Tree Trimming

Tree Planting

Tree Removal

Tree Debris Pick-Up

Stump Removal

Wood Disposal

EAB Mitigation

## STREET OPERATIONS 121 N. LaSalle St. Room 1107

Inspections and Surveys

Vacant Lot Cleaning

Graffiti Program

Garage Demolition

Sheriff's Work Alternative Program

Snow Operations

Loop Operations

Neighborhood Enhancement Program

## SANITATION 121 N. LaSalle St. Room 1107

Solid Waste Collection

Recycling & Compost Collection

Street Sweeping

Vector Services / Rodent Baiting

Containerization

Dead Animal Recovery

## ADMINISTRATIVE SERVICES 121 N. LaSalle St Room 1107

Financial Management

Accounting

Accounts Payable

Contract Administration

Personnel Services

Payroll Services

Labor Relations

Information Technology