

Committee on Budget and Government Operations
Chicago Department of Streets and Sanitation
October 7, 2015
Commissioner Charles L. Williams

Honorable Chairman Austin and Members of the Chicago City Council:

Every year, the Department of Streets and Sanitation (DSS) works hard to quickly respond to more than one million requests for city services like garbage collection, street cleaning, graffiti removal, tree trimming, rodent abatement, snow removal and more. By efficiently utilizing our four bureaus of Sanitation, Street Operations, Forestry and Traffic Services, DSS is able to provide these critical services, which help keep our neighborhoods safe and clean.

As we plan for the future, we know that every decision DSS makes must work for the taxpayers. Our goal is to reform where we can and invest where it matters so we can continue providing high-quality services for our residents.

The proposed 2016 budget focuses on further maximizing grid efficiencies and strategically reinvesting those savings back into the department to help increase our response times to city service requests. In addition, we will look for more cost effective ways to manage operations, which includes working with our union partners to reduce redundancies and improve productivity wherever possible.

BUREAU OF SANITATION

Refuse Collection

From day one, Mayor Emanuel has worked to reform city service delivery to increase efficiency and provide the most cost-effective, quality services possible to Chicago taxpayers. DSS continues working to help achieve this goal through the enhancement of one of the department's most significant operational reforms—the implementation of the grid refuse collection system.

Since the grid system was fully implemented in 2013, DSS has identified \$28 million in resources, balanced service regions and improved daily collection performance. To date, excess resources have been redirected to support other service areas including the citywide expansion of Blue Cart Recycling, and the development of Chicago's first-ever cart inventory system.

In partnership with Laborers Local 1001, DSS continues to evaluate the program by monitoring time-in-alley reports, daily tonnage collection reports and conducting field audits to assess grid operations. In the coming year, DSS will further reduce the average daily deployment of refuse trucks from 310 trucks to 292 trucks for a total reduction of 60 crews since the implementation of the grid system. These additional crews will be redeployed to the Bureau of Forestry in the coming year, as well as to Rodent Control to improve our response rates and decrease service backlogs.

Recycling

In 2015, DSS continued promoting the residential Blue Cart Recycling Program, which diverts approximately 115,000 tons of waste to be recycled each year. As we all know, recycling is not only good for the environment, but good for Chicago's bottom line as it reduces disposal costs by diverting waste to be reused, rather than deposited in landfills.

DSS continues to encourage residents to incorporate recycling into their daily household routines through the department's targeted, multimedia outreach campaign that has succeeded in increasing household participation and decreasing blue cart contamination.

In 2016, we look forward to working with the members of the Chicago City Council to expand the scope of our outreach efforts and support Mayor Emanuel's commitment to providing a greener, more environmentally friendly city for future generations.

Residential Street Sweeping

In our efforts to reduce operational costs while providing residents with quality services, DSS will transition street sweeping services from a ward based service delivery model to a grid based service delivery model. By utilizing more efficient routes, it is estimated the City will use 10 fewer crews and reduce costs by \$2.5 million.

The implementation of the grid system will change residential street sweeping routes from non-linear ward geography to a grid system using routes bordered by main streets and natural boundaries. DSS anticipates each residential street will receive a minimum of four sweeps per year while main streets will continue to receive weekly or bi-weekly service.

Rodent Control

In 2015, DSS continued to prioritize preventive rodent abatement to help minimize pest infestations nearly doubling the number of preventive abatements to date. As outlined in Mayor Emanuel's 2015 Budget, DSS added two additional rodent crews to bait more than 750 sewer capital improvement projects prior to construction.

The department also began enforcement of the New Construction Site - Rodent Abatement Ordinance that mandates a rodent abatement plan be maintained throughout the excavation process of any new construction within city limits. These efforts helped to decrease rodent issues exacerbated by excavation work, and allowed our crews to bait these areas before rodents could become a problem.

DSS also continued to leverage predictive analytics through the Automated Preventive Rodent Baiting program and has completed 4,500 abatements so far this year utilizing this technology. Designed in cooperation with the Department of Innovation and Technology, the program is designed to improve the City's proactive efforts to address rodent activity while increasing efficiency in city operations.

In 2016, grid refuse collection efficiencies will allow DSS to redeploy five additional crews to rodent control that is expected to result in nearly 20,000 additional abatements. As announced by Mayor Emanuel in the 2016 budget, these crews will support DSS' efforts to completely eliminate the rodent control service request backlog and reduce residents' wait time for services from seven to five days. The additional resources will allow us to perform more inspections, monitor sanitation issues, and do additional preventive baiting to help tackle rodent issues.

BUREAU OF STREET OPERATIONS

Graffiti

I am pleased to share DSS' Graffiti Removal Services continue to work to remove graffiti quickly and efficiently to keep graffiti at bay in our communities. Over the last year, DSS has worked to eliminate the service backlog while addressing graffiti vandalism complaints faster than ever before.

As you may know, earlier this summer, Mayor Emanuel announced DSS crews were slashing their response times for graffiti removal requests from ten days to five days or less. The ability to remove graffiti quicker in every neighborhood in Chicago is the result of a comprehensive strategy that includes additional graffiti removal resources, continued enhancements to removal operations and vandalism prevention.

Not only have our crews handily met the new five-day response time metric while keeping pace with the number of jobs completed over the same time last year, crews are responding to most complaints within two days on average. Calls for service from residents are down 30 percent in 2015 over the same time last year.

In the coming year, DSS will continue to explore strategies to improve the delivery of graffiti services for residents, and keep our neighborhoods free of graffiti vandalism.

Mayor Emanuel's One Summer Chicago

In 2015, DSS proudly participated in Mayor Emanuel's One Summer Chicago summer jobs program, which helps keep youth safe and engaged during the summer while providing valuable job training and work experience. Approximately 1,000 youth aged 14 to 24 helped DSS beautify Chicago by taking part in various Forestry and Street Operation assignments. In total, the youth cleaned 196 boulevards, 88 miles of city streets and collected almost 2,000 bags of debris. They also helped DSS mulch almost 4,500 trees and deliver 182 bags of mulch for outdoor greening projects.

Snow

As always, keeping Chicago's streets free of ice and snow during inclement weather remains our top priority every winter.

In early 2015, on Super Bowl Sunday, Chicago received its 5th largest documented snow storm which left a blanket of more than 19 inches of snow across the city within 33 hours. While this was a record-breaking snow incident, the City's coordinated preparation and response efforts under the leadership of Mayor Emanuel, as well as implementation of lessons learned from the City's 4th largest snow incident in 2011, resulted in all of Chicago's major and arterial streets being safe and passable in time for daily operations the next day.

Planning is well underway for the 2015-2016 winter storm season. DSS will coordinate snow and ice control efforts along the city's 9,400 lane miles with the department's fleet of more than 280 snow trucks. DSS personnel will monitor weather conditions and control deployment of resources from Snow Command, the high tech command center that allows staff to view more than 1,400 cameras, access a network of pavement sensors to assess pavement conditions and stay in constant communication with our meteorological consultants.

DSS remains committed to working closely with the City Council during winter storm season to ensure streets are safe and passable for motorists and residents.

BUREAU OF FORESTRY

In 2015, DSS also continued to focus efforts on maintaining the more than 500,000 trees that line Chicago's parkways. These trees not only beautify our city, but help removes approximately 25,000 tons of carbon per year and about 900 tons of air pollution annually.

In 2015, DSS made significant strides in reducing the forestry CSR backlog. Last year, Mayor Emanuel proposed \$700,000 in overtime funds that allowed us to utilize seasoned crews to address forestry issues on Saturdays throughout 2015. In addition to new funding, DSS are working to address requests using grid routing which has resulted in crews completing three additional trees each day on average—a 35 percent increase as compared to 2011, when Mayor Emanuel took office.

As a result of the dedication and tireless efforts of the Bureau of Forestry staff, I am pleased to share that since January 1, 2015, we have eliminated the tree trim backlog for years 2013 and 2014, and are currently working on requests submitted within this calendar year. To date, our crews have addressed 24,222 tree trim CSRs, 4,300 of which were completed on Saturdays.

To bolster our momentum, the department will redeploy ten crews from garbage collection to forestry for tree trimming as a result of new efficiencies identified through grid garbage system enhancements. These additional resources will be used to help eliminate the backlog of tree trimming requests by the end of 2016.

In 2016, DSS will also continue its efforts to protect healthy ash trees from emerald ash borer by retreating 37,000 viable ash trees. Over the past three years, DSS has treated more than 61,000 trees. Of the trees inspected for retreatment, nearly 91% percent were still viable, demonstrating that the inoculations are effective in prolonging the lives of ash trees.

In addition to tree maintenance, DSS continues to protect and invest in the City's urban canopy. In 2015, DSS will plant more than 4,200 trees citywide and proposed funding remains level to support our efforts in the coming year.

BUREAU OF TRAFFIC SERVICES

The Bureau of Traffic Services continues to keep Chicago's streets safe through towing and relocation of vehicles, and offering support services for many large scale civic events and emergency operations.

This year, Traffic Services has improved its on-time response rate for abandoned vehicles to nearly 97 percent. Additionally, the bureau has provided traffic and crowd support at more than 726 civic events in every community of the city.

In closing, I want to reaffirm my commitment to delivering the highest quality resources to our resident in the most efficient and cost effective manner possible. In order to achieve this goal, we need your help. We need to continue working together to find innovate ways to provide city services. DSS will do its part, and we welcome the opportunity to discuss the unique needs of your community. Together, I am confident we can help keep Chicago safe, clean and vibrant for generations to come.

Thank you.

Streets and Sanitation

2016 Budget Hearing

MBE/WBE Contracting Data

Period: Oct 1, 2014 – Sept. 30, 2015

Total Purchases: \$78,390,400

<u>MBE/WBE Spend</u>	
WBE:	\$1,869,797 (2%)
Asian MBE:	\$698,649 (1%)
African-American MBE:	\$1,310,362 (2%)
Hispanic MBE:	\$7,111,840 (9%)
Total Purchases:	\$10,990,648 (14%)

Staffing Data

Department Ethnicity and Gender				
	Male	Female	Total	%
Asian	37	1	38	1.6%
Black	907	405	1,312	52.3%
Hispanic	479	64	543	21.6%
White	566	50	616	24.5%
Total	1,989	520		
	79.3%	20.7%		

New Hires Ethnicity and Gender				
	Male	Female	Total	%
Asian	0	0	0	0
Black	31	20	51	65%
Hispanic	17	3	20	25%
White	8	0	8	10%
Total	56	23		
	71%	29%		

Department Managers Ethnicity and Gender				
	Male	Female	Total	%
Asian	4	0	4	3.2%
Black	22	8	30	23.8%
Hispanic	23	8	31	24.6%
White	58	3	61	48.4%
Total	107	19	126	
	84.9%	15.1%		

Interns

School	Gender	Race
Chicago High School for Agricultural Sciences	Male	African-American
Chicago High School for Agricultural Sciences	Male	African-American
Curie High School	Male	African-American
Chicago High School for Agricultural Sciences	Male	White
Marshall High School	Male	African-American
Amundsen High School	Male	White

CHICAGO DEPT. OF STREETS AND SANITATION

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

Commissioner
Charles L. Williams

(312) 744-4611 Office

TRAFFIC SERVICES
120 N. Racine Ave.
2nd 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 Removal
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