

Memorandum



CITY OF DALLAS

DATE February 18, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Sanitation Performance Update**

The Department of Sanitation Services recycling and solid waste operations have improved following the implementation of a new temporary labor services contract on August 16, 2021. The new contractor, A & Associates (A&A), has provided an average of 98% of the required 170 laborers required daily. The new contract, authorized by the City Council on August 11, provides for a living wage increase to \$15.21/hour, which has improved recruitment and retention.

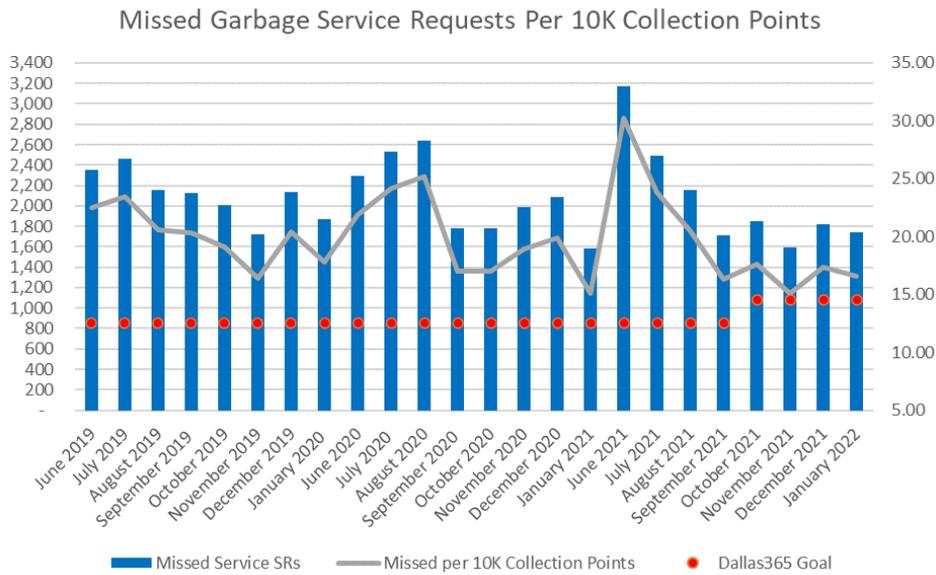
Sanitation is also actively recruiting truck drivers to operate recycling and solid waste collection vehicles. An hourly wage increase from \$16.50/hour to a minimum suggested hiring rate of \$20/hour is helping to reach the department's goal of 240 filled positions. The department currently has 234 positions filled as of February 14, 2022, and 7 candidates in the onboarding process. Attrition in truck driver positions has averaged 8.5% per quarter since October 2020, so the department will continue actively recruiting approximately 20 new truck drivers per quarter.

Sanitation operations have been disrupted repeatedly over the last three years, beginning with the June 2019 windstorm and October 2019 tornado, COVID-19 stay-at-home waste generation shifts in 2020, the February 2021 winter storm, and 2021 staffing and equipment availability shortages due to nation-wide labor market and supply chain issues. Sanitation implemented an as-needed, when-needed, service contract for assistance with brush and bulky item collection, increased pay for temporary laborers, and increased pay for Sanitation operations personnel to attract qualified candidates and retain experienced employees.

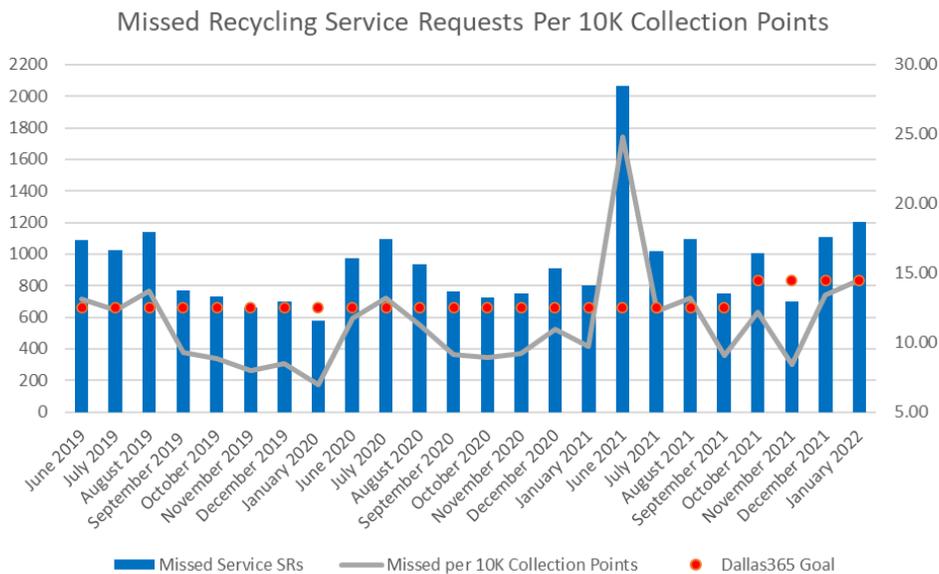
Despite these efforts, challenges arise, such as the COVID-19 Omicron variant, which noticeably increased staff absences in December 2021 and January 2022 in Sanitation and our support services partner, the Department of Equipment and Fleet Management. When there are staffing or equipment availability limitations, Sanitation prioritizes garbage pickup over recycling, devoting more resources to the on-time collection of putrescible waste, and delaying recycling pickup by 1-2 days. When this contingency is implemented at any significant scale, the City Council is notified, and Sanitation customers are informed through Sanitation's website, 311, NextDoor, targeted emails, and Sanitation's iPhone and Android app, which provides customers that enroll with the option of a push notification, text message, or phone call. While we inform customers that it is not necessary to report a missed recycling collection during these times, we still see a spike in service requests regarding missed collections.

The charts below illustrate missed service complaints received by Sanitation through 311 for eight month periods between June and January, from 2019 to 2022, for garbage, recycle and brush collection services. There are approximately 1 million garbage and approximately 1 million recycling collection opportunities each month (250,000 customers serviced 4-5 times per month). Due to the large number, the Department measures missed collections by increments of 10,000 collection points.

**Missed Garbage Service Requests Per 10k Collection Points
 Total and Per 10k Collection Points**

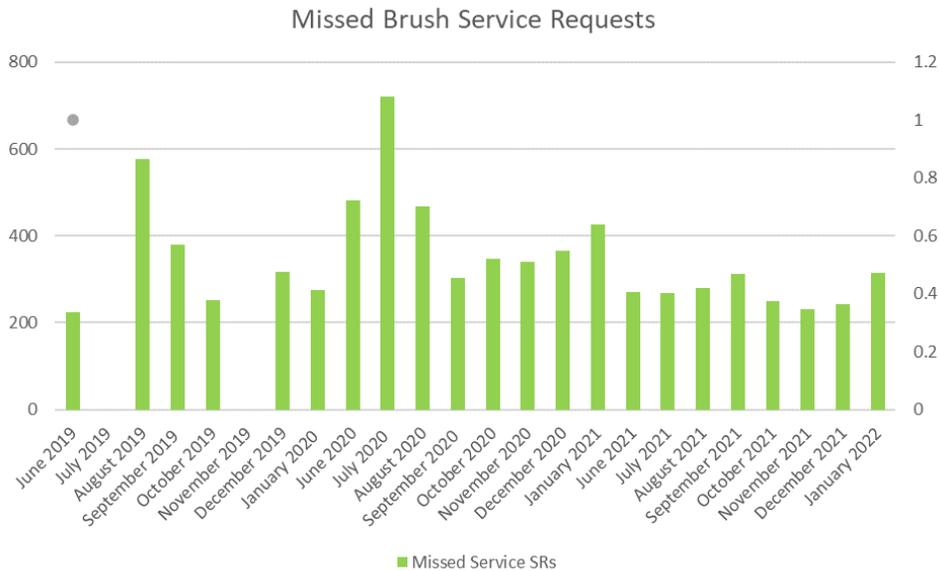


**Missed Recycling Services Request Per 10k Collection Points
 Total and Per 10k Collection Points**



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Missed Brush and Bulky Waste Service Requests Total and Per 10k Collection Points



* In June and November of 2019 Bulk and Brush Missed Service calls were on hold due to June 2019 storm and October 2019 tornado

These challenges are not unique to Dallas. Solid waste management providers, both public and private, around the country have reported similar struggles over the last two years. Sanitation’s operations have improved over the last six months, but the department is still challenged by the truck driver attrition rate, and a reliance on approximately 170 temporary laborers to work on rear-load collection vehicles, known to be one of the most dangerous jobs in the United States. Sanitation is analyzing how many collection routes can be converted to automated curbside collection, which would provide safer working conditions for Sanitation employees, and a more reliable experience for customers, due to the need for fewer, but more skilled staff.

Sanitation continues to hold weekly interviews; job offers are extended the same day and entered in Workday for processing. Sanitation remains committed to delivering timely and reliable service to all customers. The department continues to post updates for customers regarding service issues on their [website](#), on [NextDoor](#), and the Dallas Sanitation app ([App Store](#) / [Google Play](#)). Sanitation customers enrolled in the City of Dallas [ePay system](#) can also receive service advisories directly via email.

For additional information, please contact me or Jay Council, Director of Sanitation Services, at jerome.council@dallascityhall.com or 214-670-4485.

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Carl Simpson

Assistant City Manager (I)

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Interim Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors