



Mowing / Landscaping - Litter Infrastructure

October 2016

- ↳ Mowing operations conducted under a subcontract
- ↳ Recruited Joe Garcia as Superintendent (Joe was recruited due his extensive experience with FDOT (Maintenance Contracts Engineer) and Asset Maintenance Contractors
- ↳ Began preparation for cost analysis of in-house mowing vs subcontracted mowing, as well as transitional planning to bring these activities inside
- ↳ Condition Assessment of project assets to prioritize needs, equipment requirements and personnel
- ↳ Identified “hot-spot” areas

From the beginning of the contract time, all mowing and landscaping activities were conducted by a subcontractor. Litter was performed as an in-house activity. These activities lacked proper supervision, frequency and utilization of resources. Mowing, as well as landscaping, were reactive, not proactive. This, among other reasons, caused a need to review our current operations. As a result of this review, as mentioned above, a management decision was made to take better control of these activities by initiating our move to an in-house solution.

November 2016 – January 2017

- ↳ Transitioned and implemented all mowing and landscaping activities in-house
- ↳ Invested over \$400,000 in equipment purchases
 - 7 Dodge 5500 Crew trucks
 - equipped with hydraulic dump capabilities
 - 2 Hydraulic dumping trailers
 - 3 Flatbed hauling trailers
 - 3 26’ Enclosed trailers
 - 6 Zero-Turn mowers
 - 2 Batwing Tractor mowers – 72”
 - 5 “Mules” (ATV-type vehicles)
 - 18 Commercial quality weed eaters (Stihl)
 - 7 Commercial quality blowers (Stihl)
 - 6 Commercial quality chain saws
 - 6 Extension pole saws
 - 8 Commercial quality hedge trimmers
- ↳ In addition to the investment in equipment, 26 additional staff members were hired
 - Developed 6 4-person crews, with each having a crew leader
 - The mowing/landscape crews are supervised by Gabriel Diaz, DBi’s Superintendent for all mowing, landscaping and litter activities
 - In addition, our 4 Area Managers patrol the project limits on a daily basis to schedule work needs



February 2017 – Present

In late January, Stephen Hancock came aboard as Project Manager. After review of the entire infrastructure, with particular emphasis on mowing, landscaping and litter activities, major changes were discussed and implemented. Major shifts were made to the organizational chart. Managers were reassigned, some with differing reporting structures. Joe Garcia, due to his outstanding leadership, dedication and organizational skills was promoted to Assistant Project Manager (APM), making him the second APM for the Miami Dade project. This move was dictated due to the magnitude and complexity of the project. In fact, the Miami Dade project is the only project in DBi's portfolio that has 2 APM's.

Changes were made to the schedule. The project was sectioned into "areas". Mr. Garcia reassigned the crews, streamlined the reporting structure, established time-sensitive requirements for completion. New Quality Control measures were

implemented that have increased mowing and landscaping efficiency and increased production, without increasing staff.

Mr. Diaz was tasked with "tweaking" the schedule as needed. An incentive program was also developed to increase motivation and dedication to quality, and above all, safety. Mr. Diaz, along with the Area Managers conducts weekly training sessions related to "better ways" for mowing and landscaping efforts.

After assessment of the litter activities, it was determined that additional personnel and equipment was needed to keep up with the

volume of litter created on a daily basis. In fact, Miami has the heaviest travelled highways in the state. Litter is ongoing concern and continues to be a top priority within DBi Services.

Better Ways

The management staff at the project continues to review all of our processes to determine how we can improve, how we can increase quality, how we can develop and deliver a better product to our stakeholders: FDOT, the traveling public and the citizens of the Greater Miami area!

One of our ideas being studied is assigning a crew to a particular zone, thereby creating pride and quality in the work each of our crews embark on every day.

