



2021

AACIDs Litter Management Assessment Strategy

We are doing our part to maintain the integrity of communities by keeping them clean, safe, vibrant and attractive. Eliminating excessive waste appropriately and permanently is the ideal goal.



ATL AIRPORT
COMMUNITY IMPROVEMENT DISTRICTS
Growing Together. Raising Value.

Krystal Harris
Program Director

Acknowledgments

The AACIDs gratefully acknowledges the many organizations and individuals who participated in the ideation and development of this Assessment and Strategy through the Expert Advisory Group and Working Group participants and Consulting Team.

The AACIDS also expresses its thanks to the many local partners who participated in the initial interviews and the AACIDs Litter Management Survey.

Task Force



Partners



Keep South Fulton Beautiful | Crawford SQ | Prologis | McDonald Development | State Farm | We Partner USA



About Our Organization

The value of AACIDS is only heightened due to the support and input of stakeholders and community residents in the respective cities and counties of the district. The ultimate goal of AACIDs is to raise the collective value of the community's commercial properties while making the AACIDs a destination for new businesses, residents and visitors.

Who We Are

The ATL Airport Community Improvement Districts (AACIDs) are comprised of the Airport West Community Improvement District (AWCID) and the Airport South Community Improvement District (ASCID). AWCID, located in Fulton County, encompasses portions of the City of Atlanta, the City of College Park, the City of East Point, the City of Hapeville, and the City of South Fulton. ASCID, located in Clayton County, includes portions of the City of College Park and the City of Forest Park. While each CID remains its own entity and has respective Board leadership, the Executive Director for AWCID, Gerald McDowell, serves as the administrative lead for the AACIDs and its staff.

What We Do

Given the 30+ year history of Community Improvement Districts, we consider ourselves a part of a demonstrated model of success. The AACIDs are greatly committed to creating an economically strong, safe, attractive and vibrant community surrounding the world's most-traveled passenger airport. Collectively, we represent an exciting advancement for opportunities to bring success for both districts, creating a unified and comprehensive plan to make south metro the most desirable area in Atlanta to conduct business.

By focusing on areas that include Beautification, Infrastructure, Public Safety, Technology, Transit, and Wayfinding, the AACIDs are a catalyst for community enhancement through new investments, project planning, resource management and partnership development.

Our Executive Director

30+ Year Trusted Advisor

“It’s kind of fun to do the impossible” is the outlook of the well-respected and acclaimed industry expert for community and city improvements, Gerald McDowell. This Walt Disney mindset is attributed to much of McDowell’s success and the all-inclusive idea of raising the collective value of communities. With over 30 years of professional experience, the award-winning McDowell is humbled by his experiences and remains diligent in his commitment to improve communities throughout South Metro Atlanta. His seamless ability to empower culturally diverse teams while delivering measurable results is a value add and a true testament to his leadership.

McDowell successfully manages the over three-million-dollar operational budget for both entities. Under his tenure, the AACIDs have received more than \$100 million in grants and project funding and several awards including: 2019 ACEC Georgia Engineering Excellence Award, 2019 ITS GA Project of Significance, 2019 GPA Georgia Outstanding Initiative, 2019 GPA Outstanding Planning Process, and the 2019 ARC Livable Communities Initiative Grant Recipient.



Gerald McDowell

Executive Director

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Our Support Team



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Introduction

Background

Across the nation, litter and illegal dumping are harmful to property values and economic growth. High volumes of litter discourage business investment as it is seen as a proxy to the existence of crime and threats to public safety. High volumes of litter detract from residential areas and community pride.

The ATL Airport Community Improvement Districts (AACIDs) are comprised of the Airport West Community Improvement District (AWCID) and the Airport South Community Improvement District (ASCID). AWCID, located in Fulton County, encompasses portions of the City of Atlanta, the City of College Park, the City of East Point, the City of Hapeville, and the City of South Fulton. ASCID, located in Clayton County, includes portions of the City of College Park and the City of Forest Park. While each CID remains its own entity and has respective Board leadership, the Executive Director for AWCID, Gerald McDowell, serves as the administrative lead for the AACIDs and its staff.

Currently, the AACIDs is an award-winning organization, covering approximately 15.46 square miles with over 325 property owners representing more than 900 parcels. We are greatly committed to creating an economically strong, safe, attractive, and vibrant community surrounding the world's most-traveled passenger airport. By focusing on areas that include beautification, infrastructure, public safety, technology, transit, and wayfinding, the AACIDs are a catalyst for community enhancement through new investments, project planning, resource management and partnership development. The goal of AACIDs is to grow together and raise the collective value of the community's commercial properties while making the AACIDs a destination for new businesses, residents and visitors.

The AACIDs see litter and illegal dumping as high priority issues that must be resolved in order to cultivate an environment conducive for continued economic growth for the cities within the district as well as for Hartsfield-Jackson Atlanta International Airport. The AACIDs Beautification Program includes maintaining more than 25 miles of right-of-way with routine services that include: mowing, edging, trimming and debris/trash removal.

Community Improvement Districts (CIDs) in Georgia are founded pursuant to Article IX, Section VII of the Georgia Constitution. The constitutional amendment allowing this type of entity was approved by Georgia voters in 1984. A CID may be created for one or more of the following governmental services and facilities:

1. Street and road construction and maintenance, including curbs, sidewalks, streetlights, and devices to control the flow of traffic on streets and roads.
2. Parks and recreational areas and facilities.
3. Storm water and sewage collection and disposal systems.
4. Development, storage, treatment, purification and distribution of water.
5. Public transportation.
6. Terminal and dock facilities and parking facilities.
7. Such other services and facilities as may be provided for by general law.

Purpose

As the South Metro area (inclusive of South Fulton County and parts of Clayton County) strives to be an economic driver of the region, local government leaders seek opportunities to improve quality of life for area residents and to create a business-friendly environment. The AACIDs have identified litter-control as a top priority under their Beautification initiative.

The overarching goal of this AACIDS Litter Assessment process was to conduct an ideal analysis that “baselines” the litter policies and programs across the region, assesses local and regional goals and prioritizes regional interventions which could be built out and implemented in ways that truly reduce and prevent the flow of litter across the AACIDs.

Litter and illegal dumping¹ are major issues for the south metro region which encompasses the AACIDs.

1. ¹The City of Philadelphia (<https://www.phila.gov/2019-02-22-everything-you-need-to-know-about-litter-and-illegal-dumping/>) notes, “Litter and illegal dumping may seem like the same thing. Trash is trash, right? It all takes away from the beauty of our city, but there are some differences that are important to know if you are working to keep your neighborhood clean. Litter is scattered or discarded debris along streets and sidewalks. Illegal dumping is the act of dumping substantial waste (e.g., household furniture, construction materials, tires, household trash, hazardous waste) in unauthorized locations such as a public street, sidewalk, vacant land, or under a bridge instead of properly disposing of materials. These simple distinctive elements define separate regulatory and enforcement structures for each across most of the United States. While principally concerned with litter, illegal dumping is a major issue in and around the AACIDs.

2. ²Confidential interviews are generally viewed as a “best practice” in the community of collaborative dialogue for policy and strategy. By assuring that commentary will not be attributed to specific individuals, thought leaders and municipal leadership can feel secure in identifying issues and problems as well as solutions without fear of reprisal.

Introduction (cont'd)

Methodology and Approach

This assessment summary is established from two sources:

- Information and perspective collected via 21 confidential, informal, semi-structured interviews; and,
- Survey data collected via the AACIDs' Litter Management Survey administered in early December 2020 online.

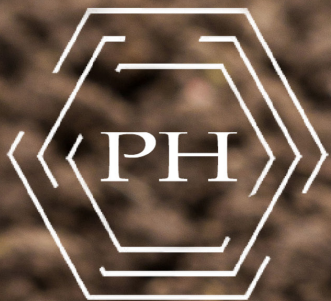
Kearns & West developed the list of interviewees and questions in consultation with the AACIDs' staff. Initial outreach focused on a mix of local stakeholders that included City Councilmembers, GDOT managers, non-profit leaders, and representatives of local municipalities and the Hartsfield-Jackson Atlanta International Airport (HJAIA). They all participated with an assurance from Kearns & West that specific comments would not be attributed to individual interviewees.

The interviews ranged in duration from 45 to 90 minutes and took place between October and December 2020. Questions were used to foster opportunities for a detailed discussion on both existing and emerging issues. See Appendix A for the initial Interview Guide.

In December of 2020, the AACIDs staff developed and administered an internet-based survey to collect additional insight and information from business owners and citizens who traverse the cities and counties within the AACIDs. The survey addressed the scope and scale of the litter issue as perceived by local residents and businesses in addition to litter hotspots and suggestions on how to reduce the impact of litter in the community. The survey and results are presented in Appendix E.

Due to the small sample size of interviewees we view the survey element as offering a partial but not a complete picture of the information known about litter management strategies within the Airport West CID and Airport South CID boundaries. We believe the findings provide important contributions to the regional strategy suggested herein as well as relevant advice for structuring and facilitating further dialogue.

In March of 2021, a virtual workshop was held with thought leaders from around the region to discuss preliminary goals and the strategies for overcoming the issues of excess trash and litter. Participants used Miro Board technology to build out measurable objectives and tactical approaches.



The Assessment: Major Themes

Stakeholder Interviews and Litter Management Survey

This section summarizes the major themes from interviews with all stakeholders. It outlines the most important themes shaping the regional strategy and approaches to future engagement. For more detailed information about the content of the interviews and the range of thoughts expressed in them, please see Appendix C.

Theme I: Various factors have an inverse relationship with regard to increases in litter.

- An increase in litter can inhibit economic growth. Businesses and company owners select clean communities for expansion relative to communities that have not addressed litter.
- An increase in litter has the potential to decrease public safety, public health and is shown to correlate with vandalism and other crimes.
- An increase in litter can decrease property values.
- Anecdotal evidence suggests that lack of access to regular waste disposal services tends to increase littering in and across surrounding areas that do not receive weekly or other regular service.
- The fewer the volume and the lesser access to waste receptacles in public areas, the greater the volume of litter.



Theme II: Regulations (litter and illegal dumping ordinances) are not, at present, seen as an effective proactive strategy.

- There is inconsistency in the real-world perceptions related to littering as distinguished from illegal dumping. They are often seen as one and the same in both the public and private domain and yet they require fundamentally different strategies and solutions.
- Ticketing litter offenders is seen as a low priority enforcement action relative to other criminal offenses.
- Each jurisdiction has a different set of code, ordinances and enforcement policies related to littering and illegal dumping.
- Law enforcement officials (“LEOs”) are housed in different organizational substructures across the region and, as such, training and enforcement are inconsistently applied.
- Although jurisdictions within AACIDs have 14 License Plate Readers (LPRs) in illegal dumping hotspots, issuing citations for this type of activity would more than likely require an increase in police enforcement in jurisdictions (where code enforcement falls under the police department).

Theme III: There is not enough collective data gathered and shared among stakeholders.

- There is little to no knowledge of trash data and metrics being used to quantify how much trash is being picked up by area jurisdictions – independently or on a regional level. Standardizing metrics might allow for area stakeholders to set goal-oriented objectives and measure success.
- To date, no jurisdiction has undertaken a structured field inspection, visual windshield tour or other analysis of the litter issue – on a macro level (e.g., within a given boundary) or on a micro-level (defined litter hotspots) relative to the overall AACIDs’ geography.
- There is no standard definition for what constitutes a “litter hotspot” or where they might be located. Jurisdictions use various tools that allow businesses and area residents to report issues within their communities (e.g., litter hotspots and illegal dumping activity), but reporting is largely incidental.³

Theme IV: Outreach and education is part of the desired solution.

- The creation of systematic partnerships within school systems, churches, local community organizations, and neighborhood associations is a great place to target messaging for a campaign.
- Teaching children at a young age not to litter and how to become good environmental stewards is a powerful influencing strategy regarding adult behaviors. A child's preventative mindset has the potential to get passed on to their parents who might not take littering as a serious issue without a child's perspective.
- The business community also has a role to play within education and outreach. Ensuring that businesses understand how littering can impact their own growth and including the private sector as thought leaders and key stakeholders would get more individuals and resources behind the mission of outreach and education.
- Data suggests that a celebrity voice is more powerful than an expert or local official. Any outreach campaign should be seeded with some celebrity perspective.
- Local KGBF affiliates have education and outreach programs, but they do not cover the entire AACIDs region. Partnerships and collaborations with neighboring organizations across the area are needed to implement these programs more broadly.

Theme V: Homelessness and encampments are an emerging threat to a litter-free environment.

- COVID-19 has exposed and potentially magnified a growing homeless problem along our major thoroughfares and beneath overpasses.
- Strategies to make existing encampments in midtown and downtown Atlanta inhospitable are creating a migration south and west of the City of Atlanta.
- This migration is elevating the number and scale of encampments in the AACIDs region and increases in litter and perceived threats to public safety relative to crime and public health.
- Perceived increases in homelessness in the region will inevitably have an adverse economic impact to area businesses and property values.

1. ³Some examples of these tools are "See Click Fix," which is being utilized in the City of East Point and in the City of South Fulton, as well as "iNotifyCP," which is a new citizen response system that recently launched in College Park. Both mechanisms are mobile applications that can be downloaded to report incidents. The data collected from mobile applications when citizens report litter obtains GIS coordinates from dropped pins on a map. These coordinates can provide useful insight among stakeholders to develop a regional map, track consistent hotspots, and ensure that these geographic areas are maintained on for beautification schedules.

Theme VI: Coordination between and among jurisdictions could be improved.

- Better coordination is needed for scheduling litter control and maintenance on routes shared within areas that are considered “multi-jurisdictional.”
- There is a degree of confusion about who is tasked with trash pickup within specific areas and what role is played by the AACIDs. There are “dead spots” where there is no coverage and locations where overlapping coverages exist.
- There is no current “institutional setting” where those responsible for litter can gather to determine a beautification and litter management schedule.
- Different jurisdictions have started litter campaigns (including but not limited to the Keep Georgia Beautiful Foundation and the Georgia Department of Transportation) to address the problems but have not partnered on a regional scale for implementation or collaboration.
- Siloing across state and local governments is a barrier to making progress on the issue of homeless encampments and the resulting litter.

Theme VII: There are limitations and constraints on budget resources allocated for litter management.

- Because of the COVID-19 pandemic, public and private sector budgets are tighter due to the reallocation of funds from litter and beautification to public safety and health.
- The estimated costs for communities engaged in the removal and prevention of litter can surpass several hundred thousand dollars and from a regional perspective the value can exceed multiple million dollars.
 - Capital expenses, mainly vehicles and maintenance, associated with plant and equipment are pricey.
 - Hiring employees specifically for litter removal results in increased personnel expenses for both contractors and local governments. Variable expenses including fuel, personal protective equipment and pickers, bags, gloves, etc... are significant.
- Some jurisdictions have created programs and considered creative ways to address litter clean up without incurring associated labor costs.
 - Clayton County Prison utilizes inmate labor to help service trash pickups and has designated clean-up crews for each of the four commissioned districts.
 - The City of College Park has a community service program funneled through the court system.
 - Volunteer litter cleanup programs exist with Keep East Point Beautiful, Keep Clayton Beautiful, Keep South Fulton Beautiful and the Keep Atlanta Beautiful Commission, in various parts of their jurisdictions.

The Regional Strategy: **Key Components**

A regional strategy requires a highly integrated set of collaborative activities that includes relationships, commitment, and accountability. Goals, strategies and tactics must be refined to include measurable objectives and performance outcomes. See Appendix F for a complete glossary of strategic planning terms.

I. Develop region wide litter prevention approaches.

Strategy	Assessment Theme(s) Addressed	Measurable Objectives	Tactics
I.1 Promote universal access to waste disposal and management services region-wide.	Theme I: Various factors have an inverse relationship regarding increases in litter.	Increase the percentage of single family and multi-family households with access to waste disposal and management services.	Use existing discussions such as South Fulton Municipal Association to begin the dialogue. Form partnerships with sanitation companies on assistance with disposal. Provide mail outs to residents noting opportunities to drop off large household items. Use East Point's "Bulk Trash Amnesty" program as a model region-wide. Identify strategies to incentivize businesses to provide receptacles for trash (drive-throughs, convenience stores). Identify who will empty and how often.
I.2 Ensure that appropriate numbers of waste receptacles are distributed throughout litter areas and especially at litter hot spots.	Theme I: Various factors have an inverse relationship regarding increases in litter.	Increase the percentage of litter hot spots "served" by waste receptacles.	Identify litter hot spots throughout the region. Conduct an inventory of receptacles in district/ jurisdiction (by major route) Create a baseline metric (e.g., percentage of litter hot spots served) for the number of receptacles. Use technology to assist with trash levels to help with servicing of the cans. Identify strategies to incentivize businesses to provide receptacles for trash (drive-throughs, convenience stores). Identify who will empty and how often.

II. Consolidate financial and other resources for greater efficacy in outreach and education.

Strategy	Assessment Theme(s) Addressed	Measurable Objectives	Tactics
II.1 Leverage corporate resources for branding and campaign development as well as clean up.	Theme IV: Outreach and education is part of the desired solution. Theme VII: There are limitations and constraints on budget resources allocated for litter management.	Increase the number of local businesses who relate their brand to environmental quality in the region. Acquire 100 or more hours of active messaging and marketing support from businesses within the region. Increase private sector participation in regional policy discussions and strategies on illegal dumping and littering	Partner with the Keep Georgia Beautiful #reconsiderlitter outreach campaign with an option to localize content. Explore alternatives to ad with in-kind or sponsored content placement. Allow sponsor logos to be attached to the branding of any campaign to defray costs. Create litter “pods” in which co-located businesses pool resources to keep shopping areas clean;
II.2 Develop, and implement a communications strategy that target the 18–30-year-old demographic.	Theme IV: Outreach and education is part of the desired solution. Theme VI: Coordination between and among jurisdictions could be improved. Theme VII: There are limitations and constraints on budget resources allocated for litter management.	Publish a communications plan to reach targeted demographics. Develop and use attitudinal surveys to measure increases in awareness.	Create and implement a dynamic communications plan that: - Utilizes “influencers” (i.e. celebrities to promote messages.) - Spotlights the work of local artists - Employs social media outreach - Engages the parents along with popular social media outlets. - Draws on church pastors, high school coaches, etc. - Includes local video

III. Create consistent illegal dumping and littering policy and enforcement across the AACIDs region.

Strategy	Assessment Theme(s) Addressed	Measurable Objectives	Tactics
III.1 Clearly distinguish between littering and illegal dumping in the regulatory structure.	Theme II: Regulations (litter and illegal dumping ordinances) are not, at present, seen as an effective proactive strategy.		Use illustrations and pictures to further define and distinguish between the two. Use definitions developed by Advisory Group / project team.
III.2 Develop and implement consistent litter and illegal dumping policy frameworks across the entire region.	Theme II: Regulations (litter and illegal dumping ordinances) are not, at present, seen as an effective proactive strategy. Theme VI: Coordination between and among jurisdictions could be improved.	Produce a litter ordinance handbook containing the business case, options for proactive disposal, model ordinance, enforcement, and adjudication models.	Create a model ordinance for the region. Encourage City Councils and County Commissions to adopt the model ordinance.
III.3 Implement a uniform training program for the enforcement of litter and illegal dumping consistent with 423 Law Enforcement.	Theme II: Regulations (litter and illegal dumping ordinances) are not, at present, seen as an effective proactive strategy. Theme VI: Coordination between and among jurisdictions could be improved.	Partner with 423 Enforcement and KGBF to develop a training plan and create a module for LEOs and code enforcement divisions for inclusion in their on-boarding.	Utilize the state of Georgia Litter Enforcement workshop available to jump start the production of a regional training manual and program. Develop a train the trainer guide for enforcing litter and illegal dumping policy in partnership with 423 Enforcement and KGBF.

Strategy	Assessment Theme(s) Addressed	Measurable Objectives	Tactics
III.4 Utilize existing and new resources (e.g., a handy user-reference guide) that would enable law enforcement officials to quickly identify littering, illegal dumping, and the enforcement tools available.	Theme II: Regulations (litter and illegal dumping ordinances) are not, at present, seen as an effective proactive strategy.	Distribution of the resource guide to every LEO and code enforcement official in the region.	Publish a user-reference guide that enables law enforcement officials to quickly identify littering, illegal dumping, and the enforcement tools available.
III.5 Ensure that all jurisdictions have some ability to process citizen complaints through systems like iNotify and See Click Fix.	Theme VII: There are limitations and constraints on budget resources allocated for litter management.	Increase the number of citizen reported complaints each month.	Ensure that all jurisdictions have some ability to process citizen complaints through systems like iNotify and See Click Fix. Education public through video on how to utilize apps/ promote apps. Establish a single region wide litter hot-line.
III.6 A Homelessness Strategy Task Force must be convened across the AACIDs Region and with the active participation of the City of Atlanta.	Theme V: Homelessness and encampments are an emerging threat to a litter-free environment.	Measured reductions in homelessness in the AACIDs region.	A Homelessness Strategy Task Force must be convened across the AACIDs Region and with the active participation of the City of Atlanta. Development of a funding and resource strategy for the AACIDs region. Provide a summary of resources for this group to each jurisdiction to bring awareness of resources. Explicit resource targeting for assistance with housing as opposed to resource allocations that enable Homelessness activities.

IV. Institutionalize regional coordination for litter clean up and removal.

Strategy	Assessment Theme(s) Addressed	Measurable Objectives	Tactics
IV.1 Establish a GIS-supported regional team to address mowing, landscaping illegal dumping and litter removal services.	Theme VI: Coordination between and among jurisdictions could be improved.	Convene meetings at least quarterly. Accurately measure & record trash pick-up volumes & locations.	Identify and recruit decision makers from local government across the region including department heads, the Airport, GDOT., Keep Georgia Beautiful Affiliates in AACIDs and AACIDs staff Develop a template agenda which includes, (at a minimum) - Cleanup schedules - Routes - Gap analysis - Litter hotspots Develop a GIS tool available to all participating agencies to upload content related to the above. Determine the most frequent violations and locations and update mapping tools. Develop a consolidated app
IV.2 Encourage local Keep Georgia Beautiful affiliates to link together to ensure consistency in program application	Theme III: There is not enough collective data gathered and shared among stakeholders. Theme IV: Outreach and education is part of the desired solution. Theme VII: There are limitations and constraints on budget resources allocated for litter management.	Consider the creation of a Keep AACIDs Beautiful affiliate that would embrace a regional focus for beautification that drives progress. Potentially develop a Memorandum of Cooperation or something similar between all existing area affiliates.	Expand Keep Georgia Beautiful coverage to include the entire AACIDs region Work with KGB affiliates to collect and record dates of clean ups for consistency. Develop a central repository of potential grant funding – equally accessible to all
IV.3 Convene a Regional Litter Coordinating Committee assigned with the responsibility for recommending appropriate measures, metrics and annual targets for litter collection to local governments.	Theme III: There is not enough collective data gathered and shared among stakeholders.	Convene meetings at least quarterly.	Identify and recruit decision makers from local government across the region including department heads, the Airport, GDOT., Keep Georgia Beautiful Affiliates in AACIDs and AACIDs staff Develop a template agenda which includes, (at a minimum) - Policy - Programmatic efforts - Outreach, Equitable and Inclusive Engagement - Innovation

V. Connect people with place.

Strategy	Assessment Theme(s) Addressed	Measurable Objectives	Tactics
V.1 Identify litter hotspots with a consistent methodology.	Theme III: There is not enough collective data gathered and shared among stakeholders.	Increase or decrease in geo-located litter hotspots on an area map.	Conduct a region wide, semi-annual windshield Litter Assessment – using Keep America Beautiful's standard protocols – at the same time and on the same day throughout the AACIDs geography. Videotape the windshield survey for good evidence to use for campaigns, fundraising and identifying heavily littered areas. Share hotspots with surrounding municipalities, police, and code enforcement.
V.2 Work with the Keep Georgia Beautiful Foundation to explore creating a region-wide "adopt-a-spot" internet platform.	Theme IV: Outreach and education is part of the desired solution.	Increase the number of spots adopted annually.	Explore technology options available and costs to develop such a platform. Develop a singular campaign and strategy to encourage business and individual participation in the Adopt-a-Road program. Establish uniform regional standards of care.
V.3 Establish and sponsor "PLOG squads" in municipal jurisdictions.	Theme VII: There are limitations and constraints on budget resources allocated for litter management.	Increase the number of "ploggers" in the region.	Develop a "plogger" campaign that connects people to their surrounding neighborhoods. Arrange for "plogger" outfitting (gloves, safety vests, pickers, bags, etc....) Coordinate sign ups at city council meetings or community events. Work with area businesses to develop local rewards. Create an App for participants to track their progress and a system of contests or incentives.
V.4 Work with area high schools and colleges to sponsor the litter – area cleanup competitions - with each school forming crews and competing in quarterly events.	Theme VII: There are limitations and constraints on budget resources allocated for litter management.	Enroll at least six schools in potential area cleanup competitions.	Develop the rules and principles of an area cleanup competitions Elicit support from the Fulton County and Atlanta Board of Education. Publicly recognize the contributions through a monetary gift or trophy and press coverage
V.5 Work with US EPA to obtain sponsorships for installation, operations and maintenance of watershed litter catchments along Camp Creek, Wolf Creek and Utoy Creek.	Theme VII: There are limitations and constraints on budget resources allocated for litter management.	Create an MOU with US EPA to jointly fund and install litter catchments.	Create the business case for a litter catchment. Conduct outreach with US EPA and the City of Atlanta as well as the Chattahoochee and Flint Riverkeepers Develop a local education program connecting litter with watershed management at catchment sites.

Appendices



Appendix A: Interview Guide

Vision Statement

The overarching goals of this effort are to:

- Conduct cursory analysis that “baselines” the litter policies and programs across the region.
- Assesses local and regional goals; and then,
- Ideate and prioritize regional interventions which could be built out and implemented in ways that truly reduce and prevent the flow of litter across the AACIDs.

Purpose of Interview

The purpose of this interview is to initiate discussions that will help to better understand your thoughts on existing and prospective solutions to the litter issue, drivers and barriers and ways in which you would like to see area leadership measure progress.

We are involving you, and other local thought leaders early in the process to assist in the design, development, and testing of a cohesive strategy to reduce litter across the region.

As third-party neutrals, we are interested in your honest viewpoints on the topic – concerns you have, drivers of possible solutions and barriers as well. While these are “structured” interviews – we have a range of questions we would like to ask you – this is far from a script. We want to learn what is important to you – not what we THINK what is important to you.

Following this interview, we hope to have a clearer sense of how different partners might work together to reduce the flow of litter in the region. In the weeks ahead, we will map a framework for a litter strategy and test that in a workshop format near year end. If you would like to be a part of that discussion, you will have the chance to express your interest as we wrap up this interview.

We thank you for joining us today.

Ground Rules

- This interview session will take approximately 60 minutes.
- The session will not be recorded.
- The results of the interviews will be sanitized and summarized.

Interviewee

- Name
- Organization
- Position
- Email
- Phone #
- Date/Time

Questions

Context

1. On a scale of 1-10... where one is “it’s not an issue” to ten “we are drowning in litter,” what rating would you assign to litter in the Aerotropolis region?

Getting to Know the Individual and the Agency

2. Tell us about yourself. What is your particular role in your role in your organization and in the community as it relates to litter?
3. What does your organization do to control litter in the region (if anything)? Policies? Regulations? Ordinances?
4. Would you please send any maps, ordinances, enforcement policies or similar?
5. Where (exactly)? On what schedule (please send)

Litter in the Community

6. Where are your top three litter hotspots? Please be as specific as possible.

Solutions

7. Is there any community (anywhere) that you know of that has policies in place that effectively control litter? Which one?
8. How do they do it?
9. If you could wave a magic wand and create a policy or program that would move the needle, what program would that be?
10. How would you measure success?
11. What are the local or regional barriers we would face in putting that policy or program into place?

Next Steps

12. Would you be interested in participating in a half day ideation meeting later this year?
13. Who else should we be speaking to?
14. What additional thoughts do you have?
15. Do you have any other questions?

Appendix B: Summary of Responses to Key Questions

What does your organization do to control litter?

The consensus from the stakeholders interviewed highlighted that litter is managed by multiple entities which creates an initial challenge for collaboration and for regional coordination. In some jurisdictions, littering and illegal dumping is handled either by the Police Department Parks and Recreation and/or the Public Works Departments. Often the man power dedicated to litter management by such departments are very small if not singular.

Outside of municipal governance, stakeholders such as GDOT and the Hartsfield-Jackson Atlanta International Airport (HJAIA) defined schedules and definitions for litter and illegal dumping. There appears to be a lack of coordination between municipal litter pick-up schedules, GDOT, and the HJAIA. It should be noted that some conversations between stakeholders have previously occurred, however nothing has been sustained nor consistent.

Non-Governmental Organization (e.g., Keep Georgia Beautiful) participation is active within several communities and across affiliate programs. Though they have worked alongside municipalities, internal engagement across affiliate programs could be stronger to establish regional momentum.

If you could wave a magic wand and create a policy or program that would move the needle, what would that program be?

We were fortunate to have a variety of responses which offered a proactive approach to litter prevention versus a reactive method of cleaning up litter. While many agreed that understanding the mindset and behaviors around why individuals litter is difficult to achieve, especially in older demographics, there was a general consensus that there are opportunities for education through outreach campaigns for both businesses and schools. Such campaigns could inspire the concept of “connecting people with place” to subconsciously change behavior. Educational materials could provide guidance and suggestions on the prevention of litter methods on being a part of the solution. Below are of the examples offered:

- Expose those in K-12 on the importance of not littering
- Businesses could consider “drive-through” locations and/or more visible trash receptacles around store fronts for patrons to discard trash properly.
- Increase signage at litter hotspots and create long lasting campaigns
- Public engagement such as community clean-ups with cookouts, fun activities for children, and turning trash collection into cash benefits.
- A few advocated for increased budgets for internal resources like larger staff dedicated to trash pick-up and/or to obtain more technical solutions like trash catchment systems and street sweepers.
- Some addressed policy concerns and offered examples. It was mentioned that some counties have mandatory trash pick-up while unincorporated areas of Clayton County do not, thus litter is markedly higher in those areas. Another suggestion was to consider increasing fines for littering and illegal dumping especially for repeat offenders. This idea is associated with an increase of enforcement on targeted streets with notable hotspots.

How would you measure success?

Some examples that could be considered measurements of success included:

- A decrease in litter and improvement in the visual appearance of public settings such as: roadways, parks, underpasses, and commercial properties including strip malls, fast-food chains, businesses.
- An increase in the number of trash receptacles and drop stations for bulky items such as sofas, mattresses, and appliances. In some jurisdictions, bulky items are being dumped illegally, mandatory trash pickup are non-existent and there are excessive costs associated with properly disposing of such large objects.
- When prompted to think beyond visual assessments, a few shared that there is a sense of community pride when residents work together to participate in cleanup projects. They feel this shows a stronger connection to their respective areas/communities.
- It is important to note, none of the answers reflected that a metric for success would be a reduction in litter based on any quantifiable measure.

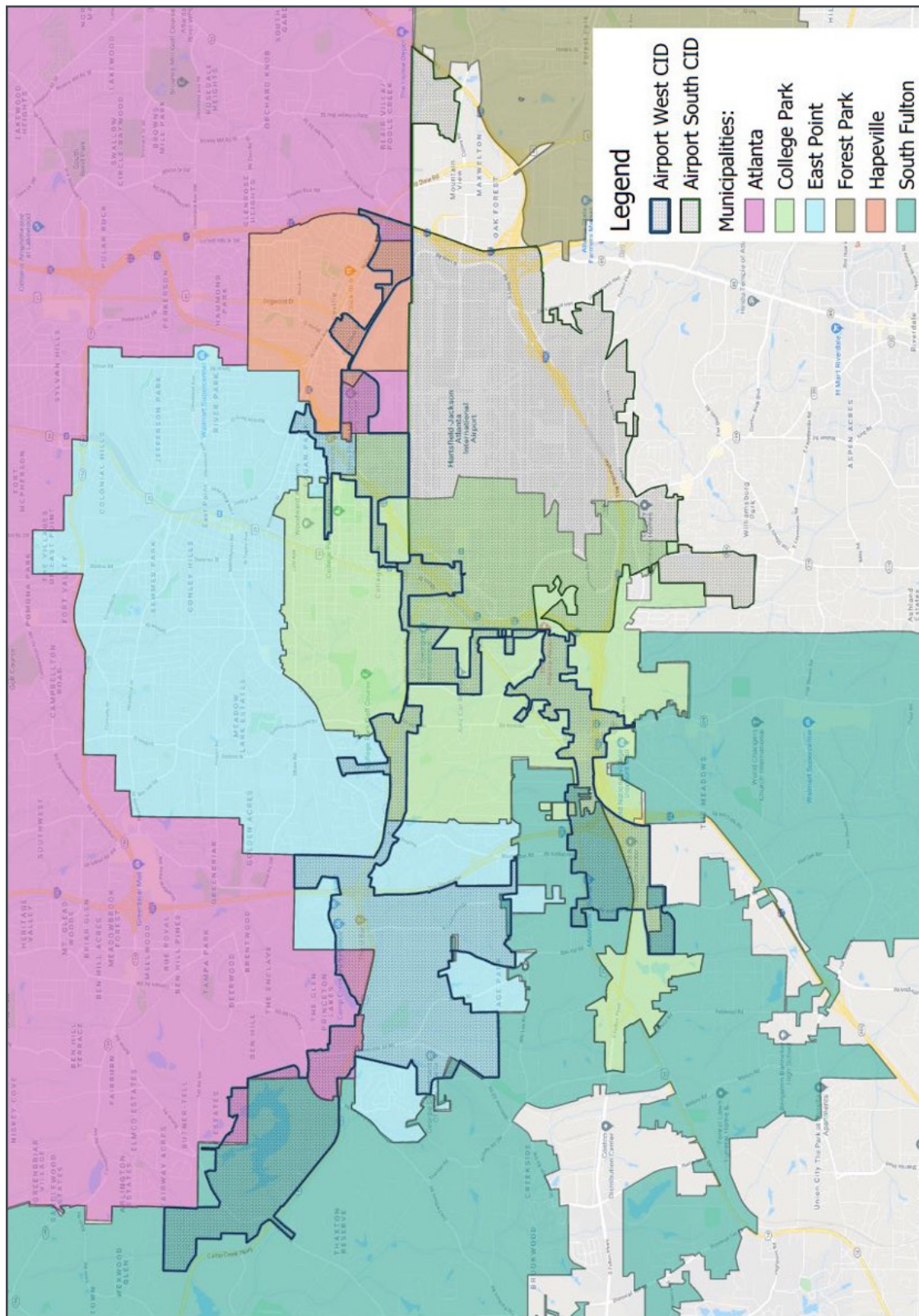
Are there any regional or local barriers we would face when implementing a policy or program?

While the responses to this question varied, a response that was most prominent focused on budgeting challenges faced by municipalities, volunteer programs, and stakeholders. The diverse budgeting timelines, processes and distribution methods for litter management and the barriers raised for a regional program were concerns that would appear to hinder policy and program implementation processes.

A few responses to this question indicated that differences in law enforcement might also be a regional barrier. Even in areas that post signs to warn individuals of illegal dumping, there is a lack of surveillance and consistent LEO presence in highly active littering and illegal dumping hotspots. Litter ordinances and code enforcement in some jurisdictions have fallen under the responsibility of police departments to which there are learning curves and time associated with getting the proper staff educated with cross-referenced knowledge for residential versus commercial. Litter and illegal dumping fall into these two categories both law and enforcement can be extremely different from jurisdiction to jurisdiction.

Some eluded to the idea that litter is not a “Top Ten” concern. There are other complex issues such as homelessness that also contribute to an increase of litter along underpasses, roadways, and in parks. There are also socioeconomic barriers that need to be addressed for those that cannot afford to take their trash to the landfill if mandatory trash pick-up does not exist.

Appendix C: Map



Appendix D: Litter and Waste Code Ordinances

City of Atlanta - Code of Ordinances

PART II, Code of Ordinances— General Ordinances, Chapter 74- Environment, Article XI- Litter Control

PART II, Chapter 154, Article V, Division 4, Sec. 154-296. - Discharge of septic tanks.

PART II, Chapter 130, Article III, Division 1, Sec. 130-40. - Removal of bulky items, mixed debris piles and rubbish.

PART III, Part 16, Chapter 19E, Sec. 16-19E.008. - Greenspace requirements. (Part 7g)

PART II, Chapter 130, Article II, Sec. 130-32. - Dumping of scrap tires.

PART II, Chapter 138, Article I, Sec. 138-12. - Depositing, dumping or storing material in street or sidewalk.

PART II, Chapter 130, Article I, Sec. 130-6. - Throwing, depositing, or disposing of garbage, trash, yard trimmings or other solid waste upon streets, sidewalks, public places, public property and public rights-of-way.

PART II, Chapter 130, Article I, Sec. 130-7. - Disposal of garbage and other solid waste on private property, uncontainerized garbage on private property.

PART II, Chapter 154, Article IV, Division 1, Sec. 154-154. - Obstructing catch basins, drop inlets and other entrances to sewers and drains.

Source: Atlanta Government

City of College Park - Code of Ordinances

Chapter 12, Article I, Sec. 12-26. - Metropolitan Atlanta Rapid Transit Authority (MARTA) offenses.

(a) It shall be unlawful to commit or attempt to commit any of the following acts in a public transit bus, a rapid rail car, a rapid rail station, or intermodal bus station:

(2) Discarding litter, except into receptacles designated for that purpose. Litter under this subsection specifically includes, but is not limited to, chewing gum and tobacco products.

Chapter 12, Article II, Sec. 12-32. - Occupants or owners to keep premises free of litter, debris junk materials, derelict vehicles and overgrowth.

Chapter 16, Article I, Sec. 16-3. - Obstructions; permit required.

Chapter 16, Article I, Sec. 16-5. - Washing of loose dirt onto streets and sidewalks.

Chapter 8, Article V – LITTER CONTROL

Chapter 8, Article 1, Sec. 8-5. - Dumping of refuse on private or public property.

Source: College Park Government

City of East Point - Code of Ordinances

Division II (Code of Local Government), Part 13, Chapter 1, Sec. 13-1026

Sec. 13-1026. - Uniform enforcement of rules of conduct on public transit.

(a) Certain acts prohibited on transit.

(1) A person who commits or attempts to commit any of the following acts in a public transit bus, a rapid rail car, or a rapid rail station or intermodal bus station shall be guilty of a misdemeanor:

b. Discards litter, except into receptacles designated for that purpose.

Division II, Part 7, Chapter 2, Article A, Sec. 7-2007. - Dumping on certain city property.

Division II, Part 7, Chapter 2, Article B – LITTER

Division II, Part 8, Chapter 1, Article A, Sec. 8-1009.1. - Obstruction of sidewalks, gutters, and streets.

Ordinance No. 004-12, Sec. 11-2008. Distribution of handbills; purpose.

Ordinance No. 004-12, Sec. 11-2010. Prohibitions; public places; exemptions

Source: East Point Government

City of Forest Park - Code of Ordinances

Title 11 – Offenses, Chapter 4. – LITTER

Title 7, Chapter 1, Sec. 7-1-1. - Rules and regulations. (2c)

Source: Forest Park Government

City of Hapeville - Code of Ordinances

Part II – CODE OF ORDINANCES; Subpart B – ENVIRONMENT, HEALTH AND SANITATION; Chapter 60- SOLID WASTE; Article 2; Sec. 60-2-8

PART II, Chapter 8, Article 2, Division A, Sec. 8-2-7. - Dogs; cleaning up litter.

PART II, Chapter 26, Article 2, Sec. 26-2-14. - Depositing material on property; removing material therefrom.

PART II, Chapter 11, Article 13, Sec. 11-13-3. - Operating standards; conduct; exceptions.

Source: Hapeville Government

City of South Fulton - Code of Ordinances

Part 2 – Code of Ordinances, Title 6 – Health and Sanitation, Chapter 2 – Solid Waste Ordinance, Sec. 6-2004 – Prohibited acts.

PART 2, TITLE 6, Chapter 4, Sec. 6-4003. - Duty of owners, occupants and persons maintaining disorderly premises.

PART 2, TITLE 17, Chapter 1, Sec. 17-1002. - Obstruction of right-of-way.

PART 2, TITLE 11, Chapter 4, Sec. 11-4002. - Prohibited and restricted acts in public parks. (i and o)

Source: South Fulton Government



Appendix E: Litter Survey and Results

Introduction and Background

The ATL Airport Community Improvement Districts (AACIDs) are greatly committed to creating an economically strong, safe, attractive and vibrant community surrounding the world's most-traveled passenger airport. We are the catalyst for infrastructure enhancements through new investments, project planning, resource management and partnership development. We have six focus areas with Beautification being a valuable asset to private and public property owners in our districts. We take pride in our area by partnering with various organizations to maintain more than 25 miles of right-of-way with routine services that include: mowing, edging, trimming and debris/trash removal. Because we noticed an uptick in improper trash and litter displacement, particularly in areas which we have deemed as "hotspot" locations, we decided to explore solutions and potential causes.

The AACIDs have identified litter-control as a top priority under our Beautification initiative. On September 16, 2020, we kicked off our AACIDs Litter Management discovery process with the overarching goal to conduct an ideal analysis that "baselines" the litter policies and programs across the region, assesses local and regional goals and prioritizes regional interventions which could be built out and implemented in ways that truly reduce and prevent the flow of litter across AACIDs. In addition, this served as an opportunity to understand the location of perceived litter hotspots throughout the AACIDs. We partnered with Kearns & West for their consulting services to assist us on this project.

The perception of litter problems in the AACIDs area are important to understand because it can affect safety, economic value, and quality of life for are residents and business owners. Survey responses were collected from December 1, 2020 through December 22, 2020 via an online survey using Google Forms. The survey was promoted through our various social media platforms as well as our respective email marketing campaigns. The results presented reflect a total of **61** responses collected.

Survey Demographics

For the purposes of this survey, we only requested individuals to identify as either a Visitor, a Resident, or a Commercial Property Owner. Visitors were recognized as non-residents of the Cities of Atlanta (south of I-20), College Park, East Point, Hapeville, Forest Park or the City of South Fulton. A total nine (9) identified as visitors. Residents or commercial property owners were recognized as individuals who owned respective properties in the of the Cities of Atlanta (south of I-20), College Park, East Point, Hapeville, Forest Park or the City of South Fulton. A total of 52 identified as residents or commercial property owners. We do understand that some of the respondents could be both a resident and a commercial property owner.



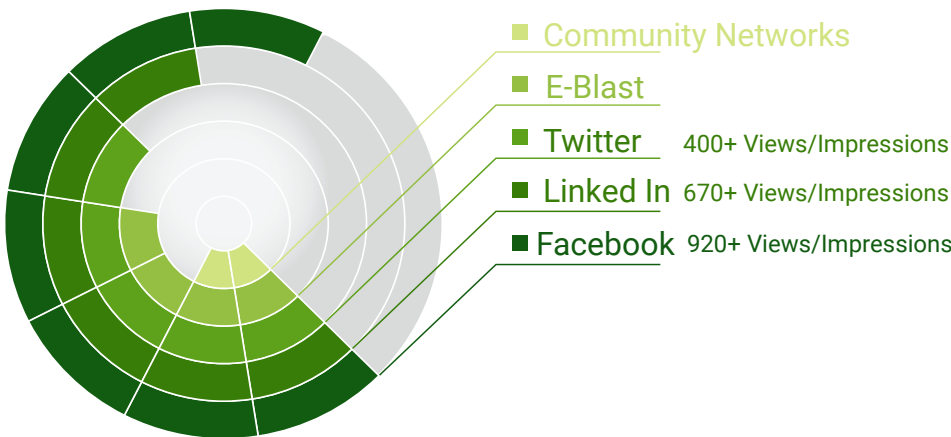
Visitor Results

We did not include the results from the nine (9) respondents that identified as visitor in this report. We believed this was a low count and potentially not a good representation of the overall perspective of “visitors”. For reference of this report, conditional questions were used which allowed inquires to easily and freely identify as a “visitor”. The following questions were used for the “visitor” section:

1. Are you a resident or commercial property owner in one of the following cities of the AACIDs: Atlanta (south of I-20), College Park, East Point, Hapeville, Forest Park or the City of South Fulton?
2. If not, how often do you visit one of the cities mentioned in question number one?
3. A litter hotspot is a location that has a consistent or excessive volume of trash. Based on this definition please let us know if following locations are considered litter hotspots.
4. Please rate the amount of trash/litter visible in the following areas

Marketing Analysis

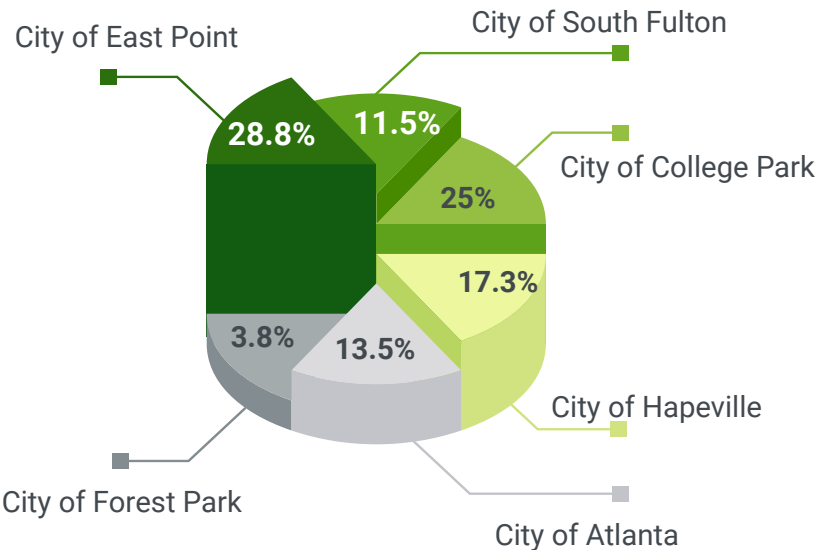
We used our outlets on social media and email campaigns to market the survey. Facebook, Linked-In and Twitter received the most views/impressions. The survey was shared with two community networks on Facebook: The Community Group of East Point and Hapeville Neighbors as the app called NextDoor.



Resident or Commercial Property Owner Results

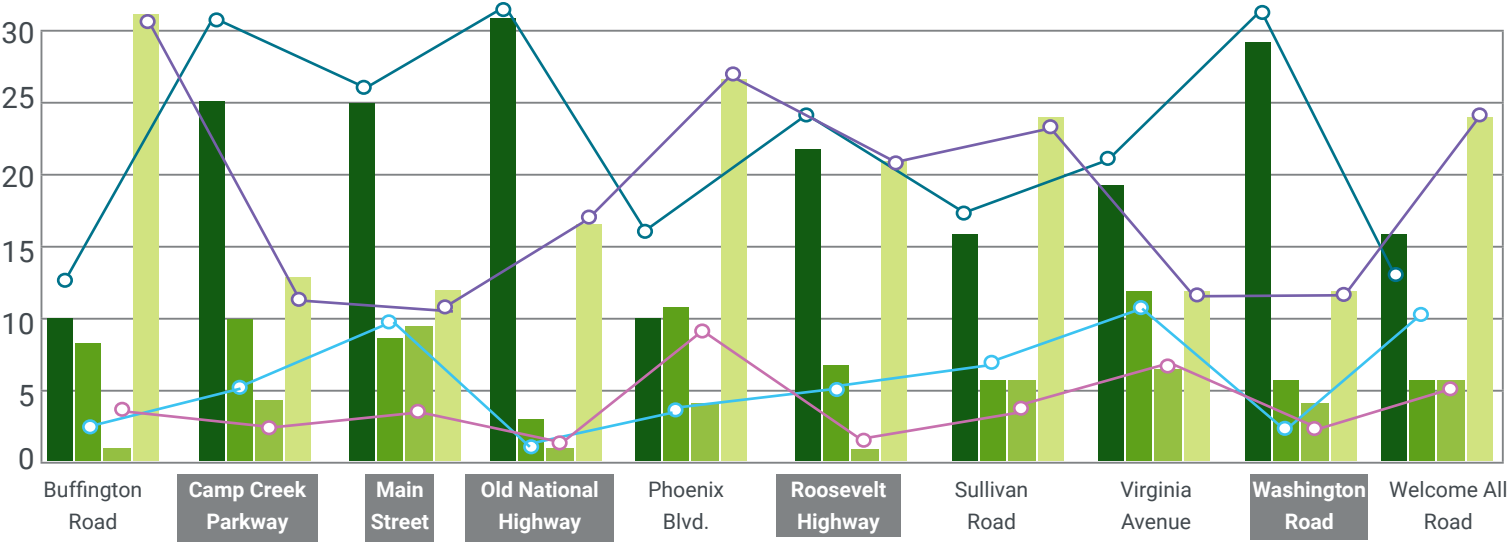
Cities

Results for individuals who either are considered residents or property owners of the cities of: Atlanta (south of (I-20), College Park, East Point, Hapeville, Forest Park or the City of South Fulton

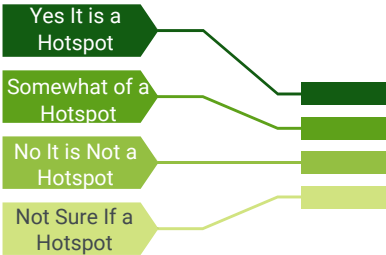


Litter Hotspots

A litter hotspot was defined a location that has a consistent or excessive volume of trash. The following locations were identified by survey respondents as “Litter Hotspots” and/or “Areas with Large Amounts of Trash/Litter Visible”:

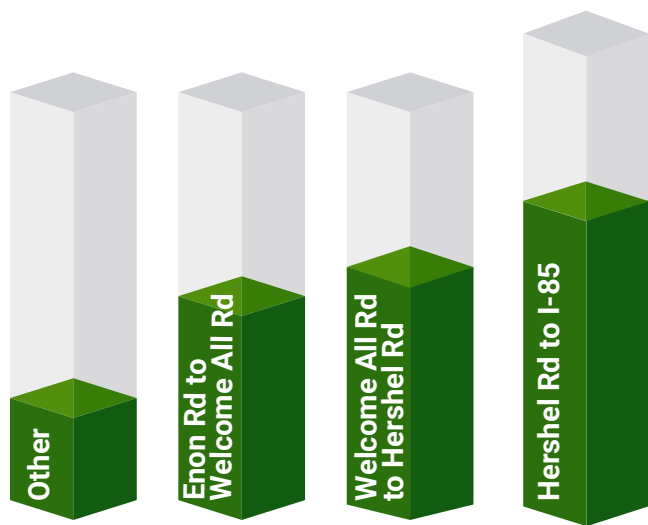


Camp Creek Parkway, Main Street, Old National Highway, Roosevelt Highway and Washington Road were the areas identified as having excess litter.



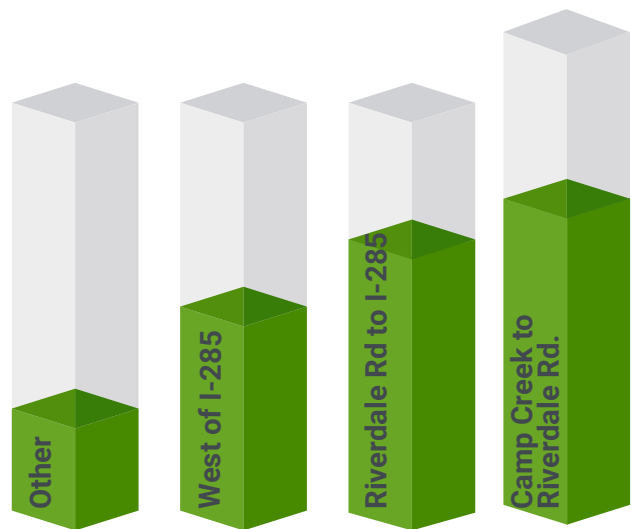
Areas of Concern

CAMP CREEK PARKWAY



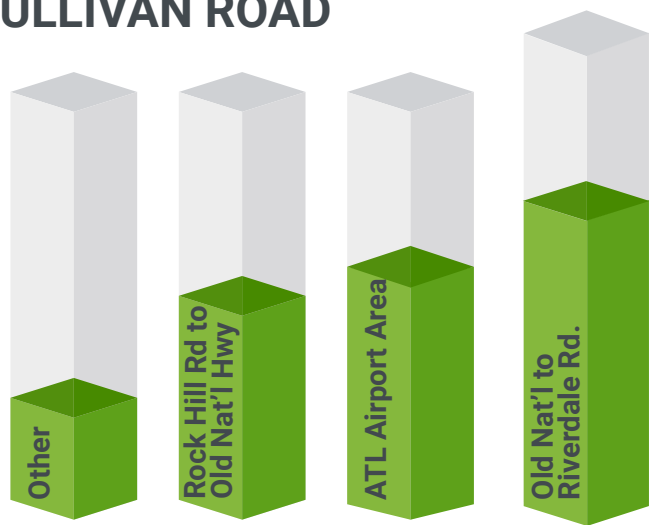
Along Camp Creek Parkway, the area most strongly identified as a litter hotspot is between Hershel Road to I-85.

ROOSEVELT HIGHWAY



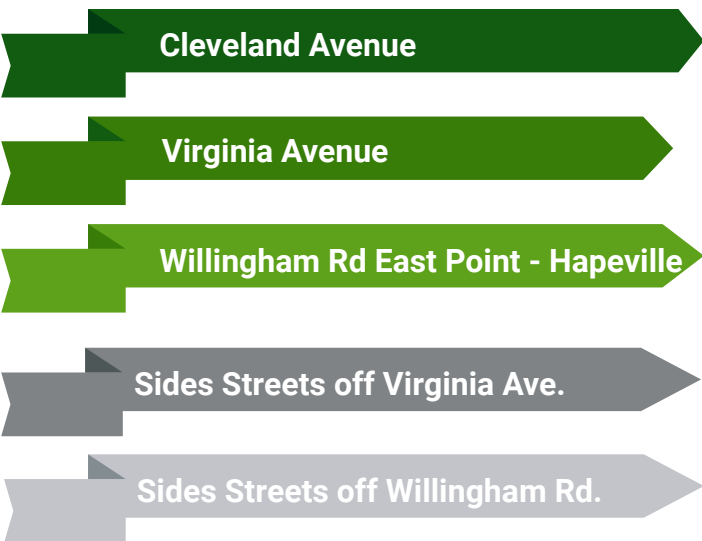
Along Roosevelt Highway, the two areas most strongly identified as a litter hotspot included: Camp Creek Parkway to Riverdale Road (including ATL Car Rental Center) (50%) and Riverdale Road to I-285 (47.4%)

SULLIVAN ROAD

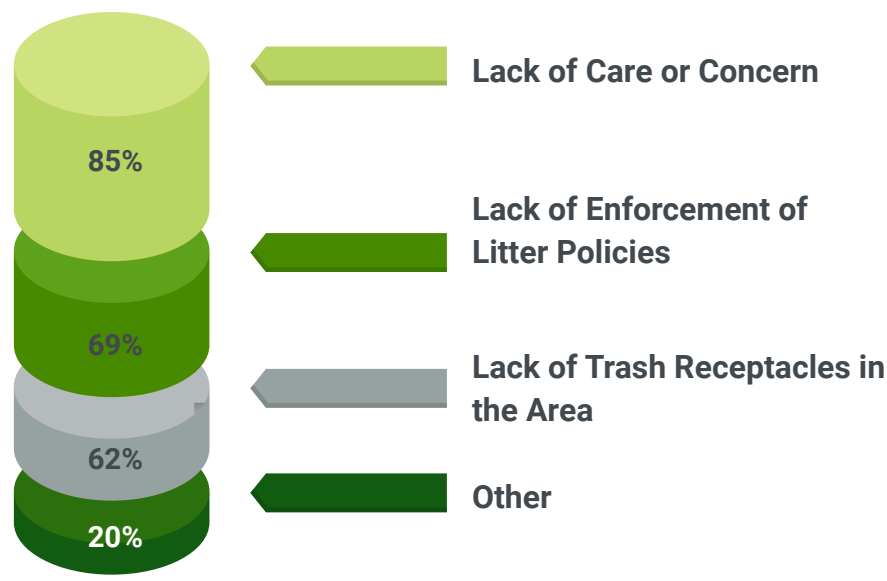


Along Sullivan Road, the three areas most strongly identified as a litter hotspot were: Old National to Riverdale Road (60.6%), ATL Airport area, including Riverdale Road & Terminal Parkway (51.5%), and Rock Hill Road to Old National Highway (27.3%)

OTHER LOCATIONS



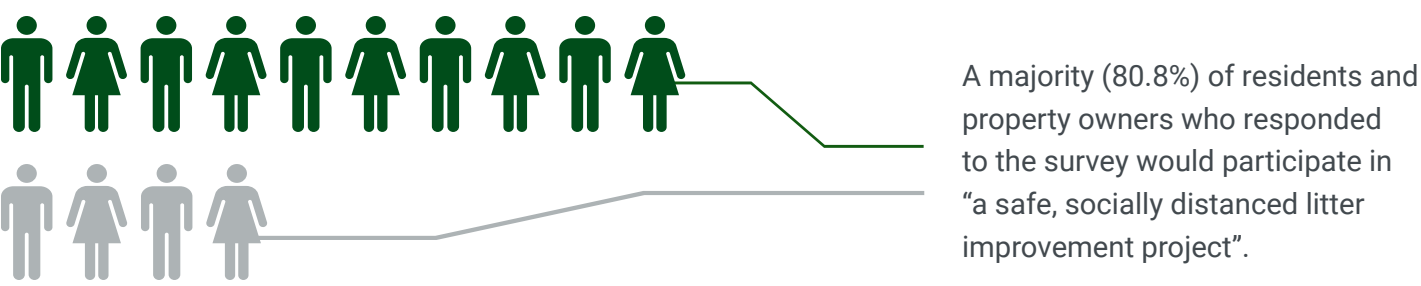
Contributors to Visible Excessive Trash



Next Steps and Community Engagement

The AACIDs and their community partners should develop an action plan to improve the perception of excessive trash at Camp Creek Parkway, Main Street, Old National Highway, Roosevelt Highway, and Washington Road which survey respondents identified as having the highest levels of litter.

Coordination of maintenance activities should occur throughout the AACIDs area and be prioritized in these areas identified as having a higher perception of excessive trash.



Appendix F: Strategic Planning

101 - Definitions

Goals

Goals are broad statements of what the organization hopes to achieve relative to a topic and are qualitative. It is important that each goal is clear and can be supported by measurable objectives. Goals should drive the strategic planning preparation and give further definition to the organization's mission. Strategic plans with five to ten overarching goals to be achieved within seven to ten years are the most efficient to manage.

Objectives

Objectives are quantitative and are the only quantifiable elements of the strategic plan. Vision, mission, goals, and tactics are all qualitative and describe how things get done, but not how much will be accomplished.

To keep your objectives on track, a good rule of thumb is that every objective should begin with the word "increase" or "decrease." Objectives show how much improvement will take place. If you are trying to maintain what you are doing, this information does not belong in the strategic plan.

Strategies

Strategies describe a major approach or method for achieving objectives and resolving specific issues. Strategies begin to answer the question, "How will we go about accomplishing our objectives?" Strategies describe a general approach or method; they do not describe specific activities or projects — that is the work of tactics.

Tactics

Tactics are the definitions of the strategies. They are the specific ways you do things to execute a strategy. As such, they are near term (typically 1-3 years), actionable, and are the "concrete" things your people will do to implement the strategies and achieve the objectives.

Strong tactics should start with verbs. Tactics require action, and verbs are best suited for identifying what that action is. But action is not enough. Tactics, like the strategies and objectives, must also have due dates and people assigned to carry them out. Tactics assigned to individuals add a layer of accountability to the strategic plan.





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