



## Department of Public Works

### DPW (KT)

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#### MISSION

The mission of the Department of Public Works is to provide the highest quality municipal services that are both ecologically sound and cost effective.

#### SUMMARY OF SERVICES

The Department of Public Works (DPW) provides municipal services to District residents and businesses in two distinct program areas: Solid waste management and parking enforcement. Behind the scenes, DPW's Fleet Management operation supports all city services by procuring, fueling and maintaining several thousand District government vehicles, from sedans to heavy equipment.

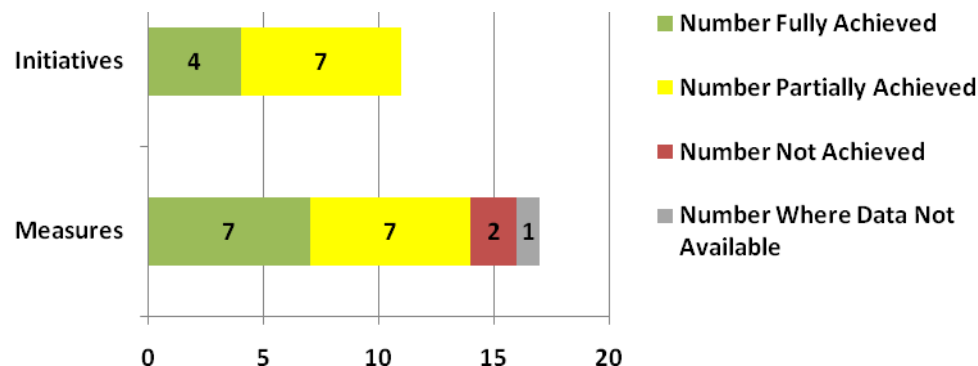
#### AGENCY OBJECTIVES

1. Keep DC clean. Ensure the cleanliness of the District's residential neighborhoods, high-visibility commercial areas, gateway corridors and industrial zones through a combination of direct services, education and enforcement.
2. Parking. Ensure parking opportunities for District residents, businesses and visitors by encouraging voluntary compliance with parking regulations.
3. Fleet maintenance to fleet management. Improve business processes to ensure mission critical equipment is available for core services for all agencies.

#### 3 KEY ACCOMPLISHMENTS

- ✓ Initiated several public education efforts made toward litter prevention including the "Not in OUR DC! Pledge to Keep the Capital Clean," a multi-faceted public education program to prevent litter and graffiti among youth ages 13-19. DPW also created a website (<http://www.connectwithkids.com/notinourdc/>), resource and implementation guides to promote discussion of and support for community-based environmental projects.
- ✓ Opened two permanent weekly household hazardous waste/e-cycling drop-off and document shredding sites making the District the first Washington area jurisdiction to offer free, weekly document shredding for residents.
- ✓ Piloted the DC Fleet Share program, which utilizes alternative methods of transportation versus using vehicles from the fleet for service delivery. This program reduces the number of dedicated vehicles in the fleet saving the District money on capital and maintenance. The District is the first jurisdiction in the nation to use this type of technology.

#### OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details

### Performance Assessment Key:

- Fully achieved      Partially achieved      Not achieved      Data not reported

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### OBJECTIVE 1: Keep DC clean. Ensure the cleanliness of the District’s residential neighborhoods, high-visibility commercial areas, gateway corridors and industrial zones through a combination of direct services, education and enforcement.

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- INITIATIVE 1.1: Improve DPW’s response to graffiti by streamlining the abatement process for private property.**  
**Partially Achieved.** The legislation to change the way the District handles graffiti (Bill 17-270) was approved by the Committee on Public Works and the Environment and has been referred to the Committee on Public Safety and the Judiciary. In addition to working on the legislation, DPW worked with the Commission on the Arts and Humanities on an anti-graffiti mural initiative titled Murals DC.
- INITIATIVE 1.2: Launch an anti-graffiti and anti-litter marketing campaign to encourage District residents and businesses to do their part to keep the city clean.**  
**Fully Achieved.** In FY2008, through its Not in OUR DC program, DPW produced and aired on WUSA\*9 a 30-minute documentary and 10 two-minute videos showing youth and adults at work on environmental projects in their communities, advertised on broadcast and cable stations, created a Web site ([www.connectwithkids.com/notinourdc/](http://www.connectwithkids.com/notinourdc/)), published resource and implementation guides to promote discussion of and support for community-based environmental projects, and hosted two town hall meetings.
- INITIATIVE 1.3: Increase recycling opportunities in the District.**  
**Fully Achieved.** DPW is preparing revised regulations and supporting fine schedule for commercial sector recycling. Two public space recycling efforts with the Capitol Hill and Downtown BIDs are also being piloted to see whether street recycling is effective. For households, DPW now offers weekly collections of Household Hazardous Waste and unwanted electronics at the Benning Road and Fort Totten transfer stations. Free document shredding and recycling services are also available to residents.
- INITIATIVE 1.4: Redesign the District’s residential trash and recycling routes to improve the timeliness and quality of collection services provided by DPW.**  
**Partially Achieved.** The routes were completed in FY2008 and implemented in December of 2008.
- INITIATIVE 1.5: Rate the city’s cleanliness by continually surveying a sample of commercial corridors, residential neighborhoods and industrial areas across the District.**  
**Fully Achieved.** The Office of the Clean City Coordinator released the results of the Spring 2008 clean city ratings survey in July 2008.

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### OBJECTIVE 2: Parking. Ensure parking opportunities for District residents, businesses and visitors by encouraging voluntary compliance with parking regulations.

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- INITIATIVE 2.1: Deter illegal parking on mechanical street sweeping routes.**



**Partially Achieved.** The "Sweepercam" initiative began issuing warnings to vehicle owners parked in violation of street sweeping restrictions on August 4th. DPW anticipates being able to issue tickets using the new technology in Spring of 2009.

- **INITIATIVE 2.2: Provide access to stolen vehicle information on DPW's parking enforcement systems.**  
**Partially Achieved.** DPW worked with DMV and MPD to identify stolen vehicles using new hand-held ticketing device software. The software has been tested and 5 handhelds are currently in production.
- **INITIATIVE 2.3: Implement License Plate Recognition (LPRS) for timed parking enforcement..**  
**Partially Achieved.** DPW has procured all but 6 license plate recognition units. These remaining units are scheduled for installation by January 2009.

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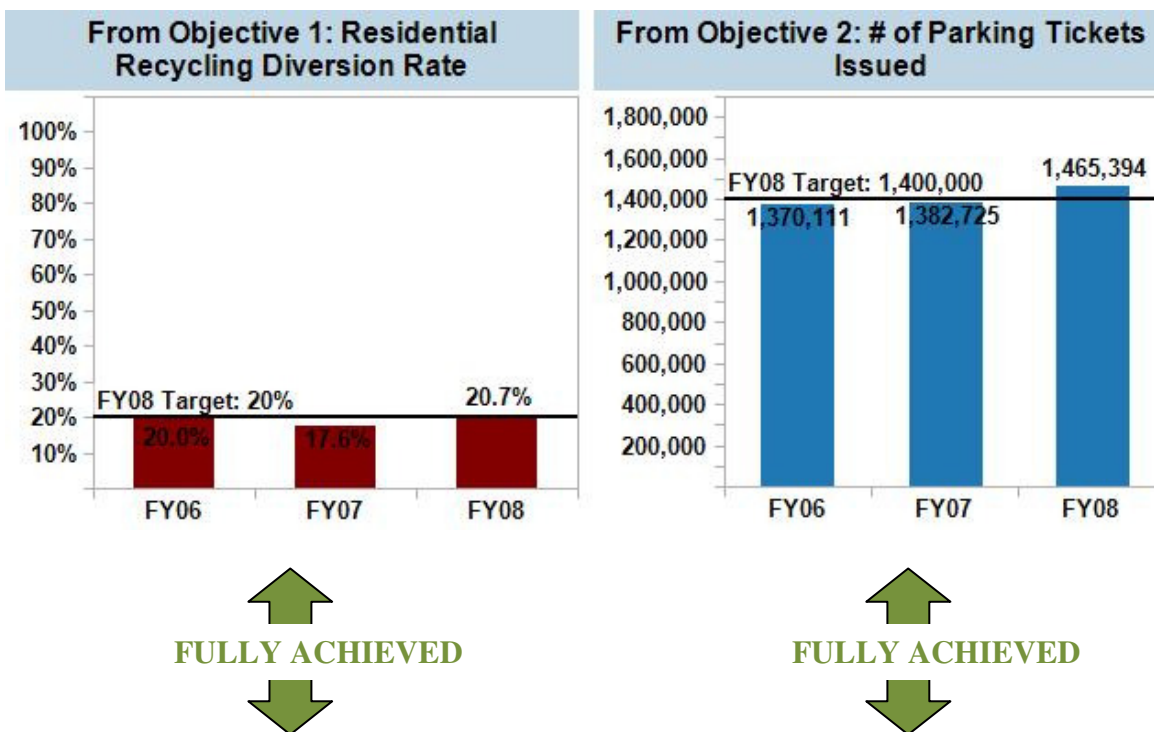
**OBJECTIVE 3: Fleet maintenance to fleet management. Improve business processes to ensure mission critical equipment will be available for core services for all agencies.**

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- **INITIATIVE 3.1: Improve repair turnaround time.**  
**Partially Achieved.** In FY 2008 to date, the 24-hour turnaround cycle is being met 85% of the time, up from 36.6% in FY2007. The KPI target was set at 95%.
- **INITIATIVE 3.2: Establish citywide replacement schedules and equipment acquisition financing plans in conjunction with the District's Chief Financial Officer.**  
**Fully Achieved.** In FY08, DPW reviewed and analyzed its Fleet Replacement Plan and worked with OCA to launch a Fleet Reduction Plan to increase the efficiency of the Fleet program. The DC Fleet Share program, a motor pool system scheduled and accessed online, was established to reduce the number of dedicated vehicles in the District's fleet. The next stage of the Fleet Reduction Plan, review of DPW's replacement schedule, will be completed in FY2009.
- **INITIATIVE 3.3: Strengthen partnerships with District schools to provide vocational training opportunities.**  
**Partially Achieved.** DPW continues to support the Spingarn and Ballou programs by providing placement of graduates from the vocational program who specialize in vehicle body work repairs. DPW offers approximately 20 District high school students job training and career opportunities in the District government..



## Key Performance Indicators – Highlights



### More About These Indicators:

#### *How did the agency's actions affect this indicator?*

- The agency's actions positively affected the indicator through several effective means of public education and increasing opportunities for the public to participate in recycling opportunities via the weekly document shredding and weekly household hazardous waste/e-cycling drop-off.

#### *What external factors influenced this indicator?*

- External factors influencing this indicator include increased public concern about environmental matters and increased public concern to securely destroy private documents and dispose of them responsibly.

#### *How did the agency's actions affect this indicator?*

- The agency's actions positively affected this indicator through improved accountability of Parking Control Officer (PCO) supervisors and monitoring of productive hours of PCOs.

#### *What external factors influenced this indicator?*

- External factors influencing this indicator include an increase in parking demands around the new Nationals Baseball Stadium and the Columbia Heights business district.



## Key Performance Indicators – Details

### Performance Assessment Key:

● Fully achieved    
 ● Partially achieved    
 ● Not achieved    
 ● Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
<b>OBJECTIVE 1: Keep DC clean. Ensure the cleanliness of the District’s residential neighborhoods, high-visibility commercial areas, gateway corridors and industrial zones through a combination of direct services, education and enforcement.</b>					
<span style="color: green;">●</span> % of the District’s Gateways, commercial and residential areas rated “clean” or “moderately clean” . . . . .	86.5%	N/A	90.0%	90.7%	90.0%
<span style="color: yellow;">●</span> % of trash collection routes completed on the scheduled day . . . . .	98.9%	99.6%	99.8%	99.5%	99.8%
<span style="color: red;">●</span> Complaint rate for missed trash and yard waste collections (standard is 6 per 10,000 collections). . . . .	21	13	6	15	6
<span style="color: green;">●</span> % of recycling collection routes completed on the scheduled day. . . . .	99.0%	99.5%	99.8%	99.9%	99.8%
<span style="color: green;">●</span> Complaint rate for missed recycling collections (standard is 6 per 10,000 collections). . . . .	7	6	6	4.5	6
<span style="color: yellow;">●</span> # of graffiti abatements. . . . .	N/A	2,500	1,960	1,948	1,960
<span style="color: yellow;">●</span> Pounds of household and bulk trash generated per residence served (annual measure). . . . .	2,094	2,208	2,000	2,133	1,960
<span style="color: green;">●</span> Residential recycling diversion rate. . . . .	20.0%	17.6%	20.0%	20.7%	22.0%
<b>OBJECTIVE 2: Parking. Ensure parking opportunities for District residents, businesses and visitors by encouraging voluntary compliance with parking regulations.</b>					
<span style="color: green;">●</span> # of parking tickets issued. . . . .	1,370,111	1,382,725	1,400,000	1,465,394	1,600,000
<span style="color: gray;">●</span> Cost per ticket issued (PS/# of tickets). . . . .	N/A	N/A	N/A	\$6.43	TBD
<span style="color: yellow;">●</span> # of vehicles immobilized. . . . .	18,100	18,229	19,000	18,607	20,000
<span style="color: yellow;">●</span> % of RPP blocks covered by daily enforcement. . . . .	21.8%	21.8%	30.0%	24.6%	35.0%
<span style="color: green;">●</span> % of service requests for abandoned vehicles on public space resolved within 5 business days. . . . .	90.7%	78.5%	85.0%	90.0%	95.0%
<b>OBJECTIVE 3: Fleet maintenance to fleet management. Improve business processes to ensure mission critical equipment will be available for core services for all agencies.</b>					
<span style="color: green;">●</span> % of mission critical fleet maintained by DPW available for daily operations. . . . .	96.1%	100%	95.0%	100%	98.0%
<span style="color: yellow;">●</span> % compliance with preventive maintenance appointments. . . . .	82.8%	76.6%	90.0%	74.4%	95.0%
<span style="color: red;">●</span> % mechanics with at least one certification (e.g., ASE) . . . . .	N/A	28.0%	50.0%	15.7%	50.0%
<span style="color: yellow;">●</span> % light vehicle maintenance (excluding engine, transmission and body work) completed within 24 hours. . . . .	N/A	36.6%	80.0%	78.2%	95.0%