



## Department of Public Works DPW (KT)

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### MISSION

The Department of Public Works (DPW) provides the highest quality sanitation, parking enforcement and fleet management services that are both ecologically sound and cost effective.

### SUMMARY OF SERVICES

The Department of Public Works 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 thousands of District government vehicles from sedans to heavy equipment.

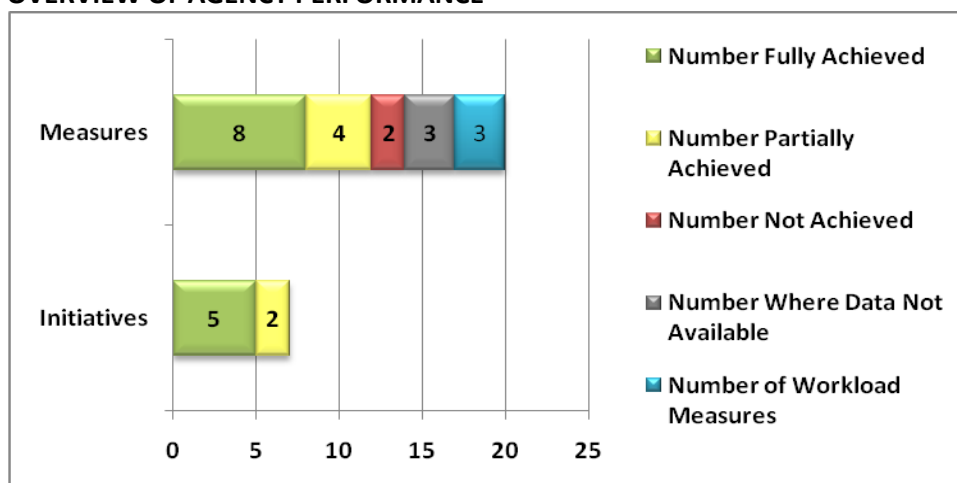
### AGENCY OBJECTIVES

1. Keep DC Clean. Increase the Cleanliness of the District's Residential Neighborhoods, High-visibility Commercial Areas, Gateway Corridors and Industrial Zones.
2. Parking. Ensure Parking Opportunities for District Residents, Businesses and Visitors by Enforcing Parking Regulations.
3. Fleet Management. Ensure that at least 95% of Mission Critical Equipment Will Be Available to All Agencies, While Reducing the Environmental Impact of the District's Fleet.

### ACCOMPLISHMENTS

- ✓ The residential recycling diversion rate increased from 20.7% in FY08 to 24.14%. DPW greatly expanded the list of materials that residents can recycle. The agency also composted the leaves collected in the fall and made compost available for residents during spring 2009.
- ✓ Expanded the DC Fleet Share program during its first full year of operation to include 47 agencies and replaced 360 city-owned cars with 71 shared vehicles. The District is the first jurisdiction in the nation to use this automated motor pool technology.
- ✓ Utilized the License Plate Recognition System (LPRS) technology to photograph vehicles that park in violation of the signs as the street sweeper passes along its scheduled route. Ticket issuance began in the spring of 2009.

### OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details

### Performance Assessment Key:

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

### **OBJECTIVE 1: KEEP DC CLEAN. INCREASE THE CLEANLINESS OF THE DISTRICT’S RESIDENTIAL NEIGHBORHOODS, HIGH-VISIBILITY COMMERCIAL AREAS, GATEWAY CORRIDORS AND INDUSTRIAL ZONES.**

#### **INITIATIVE 1.1: Expand the “Not in Our DC – Pledge to Keep the Capital Clean” public education program to encourage District residents and businesses to do their part to keep the city clean.**

- The two minute clip and the thirty minute video special of “Not in Our DC – Pledge to Keep the Capital Clean” public education program aired on Channel 16. One 30- minute video and ten 10-minute videos were posted to DPW’s Facebook page.

#### **INITIATIVE 1.2: Increase recycling opportunities in the District.**

In the fall of 2008, DPW greatly expanded the types of materials that residents can recycle. Additional items included juice boxes, and rigid plastic containers such as butter tubs and mayonnaise jars, and rigid plastic toys, laundry baskets and flower pots. DPW also composted the leaves collected from the fall leaf collection program and made that compost available for residents during spring 2009. This year, the residential recycling diversion rate increased from 20.1% in FY2008 to 24.14%.



#### **INITIATIVE 1.3: Mechanical street sweeping program evaluation.**

As part of the mechanical street sweeping program evaluation, the following has been completed as well as a draft of the final report:

- - Equipment Choices
  - Current Routing Assignments
  - Industry Best Management Practices
  - Validated Operations
  - Developed the Enhanced Street Sweeping and Fine Particle Removal Strategy
  - Established Goals and Objectives for the Street Sweeping Program based on the findings

### **OBJECTIVE 2: PARKING. ENSURE PARKING OPPORTUNITIES FOR DISTRICT RESIDENTS, BUSINESSES AND VISITORS BY ENFORCING PARKING REGULATIONS.**

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

DPW is using the LPRS (license plate recognition system) in the street sweeping program (Sweepcam). Two cameras are mounted on each mechanical sweeper to photograph illegally parked vehicles along the signed street sweeping routes. Based on the photographs, tickets are issued to vehicle owners of the illegally parked vehicles; the process is similar to the photo radar and photo red light camera program. This program was fully tested in the fall of 2008 and went into full production on March 23, 2009 when the residential street sweeping



program resumed. Currently 12 street sweepers are equipped with the LPRS.

**INITIATIVE 2.2: Implement License Plate Recognition System (LPRS) for timed parking enforcement.**

DPW's enhanced enforcement efforts include the LPRS timed enforcement for RPP (residential permit parking). These technologies were implemented after going through a test phase of using the LPRS for Timed Zone Enforcement. Although the primary use of Timed Zone Enforcement is in the RPP areas, DPW is exploring its use with enforcing meters where "feeding the meter" occurs. DPW has installed the LPRS on eight vehicles for Timed Zone Enforcement and continues to work out glitches in the integration of the LPRS software with the software used on the handheld ticketing devices.

**OBJECTIVE 3: FLEET MANAGEMENT. ENSURE THAT AT LEAST 95% OF MISSION CRITICAL EQUIPMENT WILL BE AVAILABLE TO ALL AGENCIES, WHILE REDUCING THE ENVIRONMENTAL IMPACT OF THE DISTRICT'S FLEET.**

**INITIATIVE 3.1: Procure Bio-diesel fuel for the District's fuel sites.**

The Department of Defense issued the bio-diesel contract to Carroll Independent Fuel Co. The District issued a \$4 million task order against this contract to provide for B-20 fuel that will replace the ultra-low sulfur fuel currently used by all diesel vehicles in the District. DPW fuels 2,352 diesel vehicles that will transition to bio-diesel in the winter of 2010, after the fuel tanks are prepped.

The task order was signed October 20, 2009 and covers fuel ordered through July 31, 2010 and delivered by August 31, 2010. The Department of Defense will award a new contract that will be in place prior to this contract's expiration date of July 31, 2010.

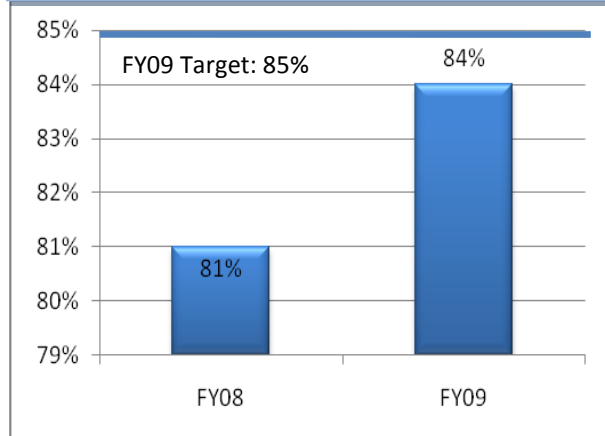
**INITIATIVE 3.2: Establish an ASE apprentice program for high school graduates.**

DPW worked with DOES and Fleet Management staff to start its apprenticeship program. DPW interviewed approximately eight candidates in December 2008. These eight District residents had been part of the DOES apprenticeship 11-week pre-apprenticeship program. These individuals began working at Fleet on Monday, March 16, 2009. The apprenticeship program is a structured experience, which requires the hired individuals to complete at least 2,000 hours of shop work as well as take classes at a local community college in a certified auto technician program.



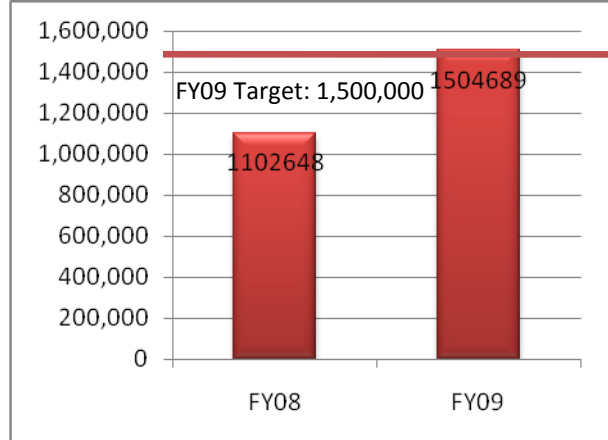
## Key Performance Indicators – Highlights

From Objective 3: % light vehicle maintenance (excluding engine, transmission and body work) completed within 24 hours



**PARTIALLY ACHIEVED**

From Objective 2: # of parking tickets issued



**FULLY ACHIEVED**

### More About These Indicators:

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

- DPW implemented internal monitoring controls. Evaluation variables include number of vehicles brought in for service, age of vehicles whose maintenance time exceeded 24 hours, parts availability, types of repairs, available manpower, etc. A supervisory team assesses reports and adjusts procedures when possible.
- DPW has been adjusting staffing ratios and training current mechanics to get Automotive Service Excellence (ASE) certifications.

#### What external factors influenced this indicator?

- With the falling economy, some suppliers were not able to fulfill orders for parts in a timely manner causing vehicles to remain in the shop for more than 24 hours.
- Delays are also incurred when repairing vehicles that are 10 to 15 years old and need outdated parts which can take a longer time to acquire.

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

- Each year, DPW receives almost 30,000 service requests for parking enforcement.
- Supervisors conducted an audit of each assigned area and made reassignments based on the number of infractions issued, time assessments, and individual Parking Control Officer productivity.
- Electronic handheld ticketing devices used by tow truck drivers and investigators replaced handwritten instruments and helped increase their productivity.

#### What external factors influenced this indicator?

- As this is a workload measure, there are numerous external variables that can influence the outcome (i.e., shopping/business traffic in a given area, citizen awareness of parking regulations, the economy, etc.).



## Key Performance Indicators – Details

### Performance Assessment Key:

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

	Measure Name	FY2008 YE Actual	FY2009 YE Target	FY2009 YE Revised Target <sup>1</sup>	FY2009 YE Actual	FY2009 YE Rating	Budget Program
●	1.1 % of the District's Gateways, commercial and residential areas rated "clean" or "moderately clean"	90.7	90	90	96.16	106.84%	SANITATION SERVICES
●	1.2 % of trash collection routes completed on the scheduled day	99.5	99.8		99.63	99.83%	SANITATION SERVICES
●	1.3 Complaint rate for missed trash and yard waste collections per 10,000 collections (standard is 6)	14	15		20	75%	SANITATION SERVICES
●	1.4 Cost per ton to collect trash and yard waste	0	0				SANITATION SERVICES
●	1.5 % of recycling collection routes completed on the scheduled day	99.9	99.8		99.92	100.12%	SANITATION SERVICES
●	1.6 Complaint rate for missed recycling collections <sup>1</sup> per 10,000 collections	5	6	6	6	100%	SANITATION SERVICES
●	1.7 Cost per ton to collect recyclables	0	0				SANITATION SERVICES
●	1.8 Pounds of household and bulk trash generated per	0	1		0.93		SANITATION SERVICES

<sup>1</sup> Agencies have been permitted to change their targets as long as 1) the original targets are published in the PAR, as they are here, and 2) a strong justification was presented for the change.



	residence served							
●	1.9	Residential recycling diversion rate	20.7	22	22	24.14%	109.73%	SANITATION SERVICES
●	1.10	# of graffiti abatements	1444	2000	2000	627		SANITATION SERVICES
●	2.1	# of parking tickets issued	1102648	1500000		1504689	100.31%	PARKING SERVICES
●	2.2	Cost per ticket issued (measured by Personal Services Dollars/Number of Tickets Issued)	0	0				PARKING SERVICES
●	2.3	# of vehicles immobilized	13344	19000		14144		PARKING SERVICES
●	2.4	% of RPP blocks covered by daily enforcement	24.6	35		21.31	60.89%	PARKING SERVICES
●	2.5	% of service requests for abandoned vehicles on public space resolved within 5 business days	91.3	90		80.81	89.79%	PARKING SERVICES
●	3.1	% of mission critical fleet maintained by DPW available for daily operations	100	95		100	105.26%	FLEET MANAGEMENT
●	3.2	% compliance with preventive maintenance appointments	77.1	85		76	89.41%	FLEET MANAGEMENT
●	3.3	% of mechanics with at least one ASE certification	15.1	20		28	140%	FLEET MANAGEMENT
●	3.4	% of mechanics with at least one professional certification	0	70		28	40%	FLEET MANAGEMENT
●	3.5	% of light vehicle maintenance (excluding engine, transmission and body work) completed within 24 hours	81.3	85		83.17	97.85%	FLEET MANAGEMENT