



Department of Public Works DPW (KT)

MISSION

The mission of the Department of Public Works (DPW) is to provide 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 (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 Administration supports all city services by procuring, fueling, and maintaining thousands of District government vehicles from sedans to heavy equipment.

ACCOMPLISHMENTS

- ✓ **Use of Biodiesel Fuel** - DPW's Fleet Management Administration introduced biodiesel fuel to the fleet in the summer 2011, upgrading from B5 to B10 for an aggregate sampling of the District's fleet. Currently, B10 is available at DPW fueling stations. All vehicles that utilized low sulfur diesel fuel are now powered by biodiesel. The use of biodiesel fuel helps to reduce the District's dependence on oil imports and produces fewer pollutants as a by-product of the internal engine combustion. Biodiesel fuel reduces greenhouse gas emissions better than gasoline, ethanol, and conventional diesel.

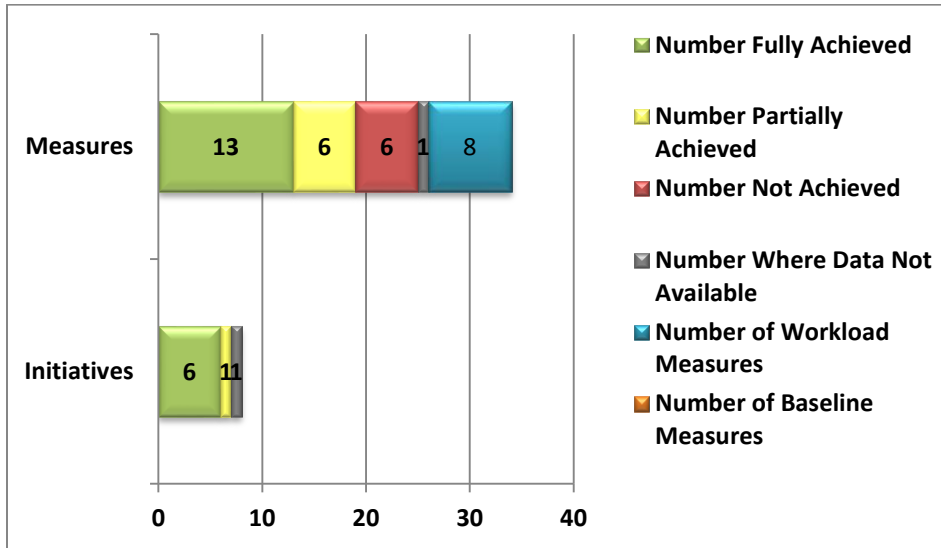
[Public Safety]

- ✓ **Coordination of Park Mobile Initiative** - DPW's Parking Enforcement Management Administration worked in partnership with DDOT to support the District's launch of Park Mobile, a parking system that allows customers to use their mobile phone and credit/debit card to pay a parking meter. DPW coordinated the technical and logistical support needed for this effort by updating the software on all handhelds utilized by parking enforcement officers (PEOs), trained all PEOs on the new software, and worked with contractors to overcome software integration challenges. In addition, DPW installed network phone cards and other hardware needed for compatibility with the new Wi-Fi technology into all PEO handhelds to ensure real-time signals. **[Fiscal Stability]**
- ✓ **Diversion of Landfill Waste** - DPW is continuously working to reduce the amount of solid waste taken to landfills and adversely impacting our environment. In fiscal year 2011, 90% of all trash and recyclables collected by DPW was recycled (including leaves, which were converted into mulch and provided free of charge to residents), or burned to generate electricity.

[Public Safety]



OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Solid Waste Management Administration (SWMA)

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: Improve the street sweeping program**

Fully achieved. 100% of the initiative was achieved. The initiative was to improve the cleanliness of District neighborhoods, commercial areas, and gateways. DPW’s SWMA fully achieved this by rerouting existing sweeping routes and increasing the number of streets receiving regular cleaning.

● **INITIATIVE 1.2: Improve the quality of DPW-provided solid waste collections**

Partially achieved: DPW’s Solid Waste Management Administration has improved the quality of its solid waste collections service. Since launching this initiative, trash collection complaints from citizens have dropped 20 percent and yard waste complaints have reduced by 41 percent. DPW solid waste collection crews are now better trained, miss fewer collections and do a better job of handling residents’ containers.

- Supervisors spend more time in the field observing collections.
- Fewer routes are missed
- Fewer containers are mishandled
- More routes are being properly collected the first time around.

● **INITIATIVE 1.3: Increase recycling opportunities in the District**

Fully achieved: DPW’s Solid Waste Management Administration has increased recycling opportunities for District residents, visitors and commuters. Because of this initiative, the city has recycled an additional 46 tons of waste this year, which will also save money in trash removal costs. DPW-SWMA placed 363 additional recycling cans in high traffic public spaces in downtown DC allowing more commuters to recycle their newspapers, bottles, and other recyclable containers, instead of discarding them in the trash.

- ✓ Increased recycling receptacles in high traffic areas downtown
- ✓ Increased instances of recycling in the District
- ✓ Higher recycling rates
- ✓ Lower trash collection costs

Parking Enforcement Management Administration (PEMA)

OBJECTIVE 1: Ensure Parking Opportunities for District Residents, Businesses and Visitors by Enforcing Parking Regulations.

● **INITIATIVE 2.1: Utilize more fuel efficient transportation to improve the efficiency of Parking Enforcement Officers**



Fully achieved: DPW successfully improved the efficiency of its Parking Enforcement Officers (PEOs) by utilizing alternative modes of transportation. PEMA currently deploys 35 bike and segway riders. When driving an automobile, each driver used an average of 18.7 gallons of fuel per day. This amounts to a total savings of 655 gallons of fuel per day, 14,137 gallons of fuel each month, and 169,646 gallons of fuel annually. DPW purchased and provided training for 32 bicycles and 35 Segways, which are now being used by PEOs as a way of providing faster enforcement.

- Fewer carbon emissions polluting the air.
- Fewer vehicles contributing to traffic.
- PEOs are better able to see and address violations.
- PEOs spend less time looking for a legal parking space to write a ticket.
- An 8.4% improvement in ticket production from FY2010 to FY2011

● **INITIATIVE 2.2: Create an Internet portal for citizens to view images of their vehicle observed during a parking violation.**

Fully achieved

Created an Internet portal for citizens to view images of their vehicle observed during a parking violation. Achievements were also seen in our newly released Internet portal for citizens to view images of their vehicle observed during a parking violation. PEMA's training and performance management program for this initiative resulted in 99.34% of all challenged parking tickets being upheld by adjudication. DPW can now provide proof of a parking violation by directing citizens to its home page at www.dpw.dc.gov. Once there, the citizen can insert their ticket number and license plate information to retrieve an image of their vehicle in violation (images are only available for certain violations).

- Fewer contested parking tickets.
- Fewer challenged parking tickets upheld by adjudicated.
- Provides citizen evidence of infraction.
- Provides verification of appropriate enforcement.

Fleet Management Administration (FMA)

OBJECTIVE 1: 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 1.1: Take additional measures to reduce the carbon footprint of the District's fleet.**

Fully achieved: A total of 97.2% of the eligible FMA-purchased vehicles in fiscal year 2011 were alternatively fueled. Increased use of vehicles that run on alternative fuel reduces the carbon footprint of the District's fleet and lowers the city's fuel costs. There currently are 528 E85, 189 Compressed Natural Gas (CNG), 76 Hybrid, and 18 electric vehicles in the District's fleet. DPW purchased an additional 89 E85, 30 unleaded, four CNG, two Propane, and one Hybrid vehicles in fiscal year 2011.

- Fewer carbon emissions.
- DPW achieved Model Year (MY) 2011 Standard Compliance within the Department of Energy Annual Alternative Fuel Transportation Program.
- Lower fuel costs.
- In FY2011, the District's fleet was recognized as the 17th greenest by Government Fleet magazine for the implementation of its green fleet programs, including the extensive use of alternative fuel vehicles and the DC Fleet Share motor pool program.



- **INITIATIVE 1.2a: Certify the fleet repair shop to perform “in-house” warranty work on General Motors (GM) vehicles.¹**

This initiative was replaced – see below (1.2b):

- **INITIATIVE 1.2b: (NEW) Plan for procurement of BioDiesel fuel for the District’s fuel sites.**

This initiative was replaced in 2010 with the Plan for procurement of BioDiesel fuel for the District’s fuel sites. DPW discussed this several times with the OCA but for some reason this information was never updated. As such, DPW has no information with regard to this initiative. The BioDiesel initiative is listed below:

Currently, B10 is available at DPW fueling stations.

Increased use of vehicles that run on alternative fuel reduces the carbon footprint of the District’s fleet and lowers the city’s fuel costs.

DPW’s Fleet Management Administration introduced biodiesel fuel to the fleet in the summer 2011, upgrading from B5 to B10. All vehicles that utilized low sulfur diesel fuel are now powered by biodiesel.

- DPW is promoting a fuel that produces fewer pollutants as a by-product of the internal engine combustion.
- DPW is bringing the city closer to meeting Federal alternative fuel compliance regulations.
- DPW is helping to reduce the city’s dependence on oil imports.
- This initiative has led to a 3 percent increase in alternative fuel consumption.

This initiative has been fully achieved. Biodiesel fuel was procured and is being introduced to the District’s fleet as well.

¹ This initiative (now 1.2a) was replaced (with 1.2b – see below). However, it was not incorporated in the FY 11 Performance Plan - October 2010 publishing date.



Key Performance Indicators – Details

Performance Assessment Key:

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

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
Agency Management								
●	1.1	SWMA: Tons collected from street cleaning activities (i.e., mechanical sweeping, alley cleaning, manual cleaning, litter cans, and carts)	17,069	17,000		4,809		SOLID WASTE MANAGEMENT
●	1.2	SWMA: Tons of household and bulk trash generated per total # of residents served by DPW	0.99	0.99		0		SOLID WASTE MANAGEMENT
●	1.3	PEMA: # of tickets issued by the License Plate Recognition System (LPRS) installed on mechanical sweepers	66,990	66,990		90.21%		PARKING ENFORCEMENT MANAGEMENT
●	1.4	PEMA: Total # of parking tickets issued	1,523,443	1,523,443		448,213		PARKING ENFORCEMENT MANAGEMENT
●	1.5	PEMA: # of vehicles immobilized via booting	21,586	21,586		5,770		PARKING ENFORCEMENT MANAGEMENT
●	1.6	PEMA: # of vehicles towed by DPW tow cranes	38,407	38,407		13,139		PARKING ENFORCEMENT MANAGEMENT
●	1.7	PEMA: # of stolen vehicle alerts sent to MPD	81	81		21		PARKING ENFORCEMENT MANAGEMENT
●	1.8	FMA: % of light vehicles exceeding replacement criteria (after pending orders fulfilled) (Industry mean = 15.50%; median = 10.37%)	40.92%	40.92%		60.68%		FLEET MANAGEMENT



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
Fleet Management Administration								
●	1.1	% of mission critical fleet maintained by DPW available for daily operations	96.54%	95%		1679.66%	1768.06%	FLEET MANAGEMENT
●	1.2	% citywide compliance with preventive maintenance appointments	65.61%	90%		60.70%	67.45%	FLEET MANAGEMENT
●	1.3	% of Agency preventive maintenance appointments in compliance	87.79%	90%		90.21%	100.24%	FLEET MANAGEMENT
●	1.4	% of light vehicle maintenance (excluding engine, transmission and body work) completed within 24 hours	74.08%	95%		63.20%	66.52%	FLEET MANAGEMENT
●	1.5	% of mechanics with at least one ASE or professional certification	49.06%	55%		96.43%	175.32%	FLEET MANAGEMENT
●	1.6	% increase in alternative fuel consumed (FY09 baseline = 225,099.41)	8.98%	11.98%		-34.850%	-348.53%	FLEET MANAGEMENT
●	1.7	% reduction of unleaded fuel usage (Gallons used in FY 2009 = 2,609,511.59)	0	23%		1.88%	18.83%	FLEET MANAGEMENT
Parking Enforcement Management Administration								
●	1.1	Cost per ticket issued (measured by Personal Svcs \$/# of tickets)	\$13.81	\$14.5		\$10.07	143.95%	PARKING ENFORCEMENT MANAGEMENT
●	1.2	% of Residential Parking Permit (RPP) blocks covered by daily enforcement	23.6%	75%		68.44%	91.26%	PARKING ENFORCEMENT MANAGEMENT
●	1.3	% of reported abandoned vehicles on public space resolved within 5 business days	86.85%	90%		96.46%	107.17%	PARKING ENFORCEMENT MANAGEMENT
●	1.4	% of call-in requests for Residential Parking Permit (RPP) enforcement responded to within 24 hours	95.27%	98%		97.73%	99.73%	PARKING ENFORCEMENT MANAGEMENT
●	1.5	% of general enforcement requests responded to within 24 hours	94.63%	98%		96.44%	98.41%	PARKING ENFORCEMENT MANAGEMENT
●	1.6	% of parking tickets upheld	97.87%	99%		112.65%	113.78%	PARKING ENFORCEMENT MANAGEMENT



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.7	% of challenged parking tickets upheld by adjudication	38.77%	90%		99.34%	110.37%	PARKING ENFORCEMENT MANAGEMENT
●	1.8	% improvement in productivity of PEOs utilizing a Segway or bicycle	0	10%		n/a		PARKING ENFORCEMENT MANAGEMENT
●	1.9	% reduction in fuel usage by the Parking Control Division compared to FY 2009 baseline (Gallons used in FY 2009 = 66,742.90)	2.37%	5%		-17.38%	-347.65%	PARKING ENFORCEMENT MANAGEMENT
Solid Waste Management Administration								
●	1.1	% of the District's Gateways, commercial and residential areas rated clean or moderately clean	90.76%	95%		82.5%	86.84%	SOLID WASTE MANAGEMENT
●	1.2	% of trash collection routes completed on the scheduled day	94.96%	99.8%		99.91%	100.11%	SOLID WASTE MANAGEMENT
●	1.3	Complaint rate for missed trash and yard waste collections per 10,000 residential collections	19	8		11	72.73%	SOLID WASTE MANAGEMENT
●	1.4	Cost per ton to collect trash and yard waste	\$169.2	\$165		\$182.08	90.62%	SOLID WASTE MANAGEMENT
●	1.5	% of residential recycling collection routes completed on the scheduled day	95.15%	99.8%		99.27%	99.46%	SOLID WASTE MANAGEMENT
●	1.6	Complaint rate for missed residential recycling collections per 10,000 collections	4	4		5	120%	SOLID WASTE MANAGEMENT
●	1.7	Cost per ton to collect recyclables	\$303.33	\$300		\$251.93	119.08%	SOLID WASTE MANAGEMENT
●	1.8	Residential recycling diversion rate	22.03	30		100%	333.33%	SOLID WASTE MANAGEMENT
●	1.9	% Sanitation enforcement requests resolved w/in 5 business days	68.83%	95%		68.79%	72.41%	SOLID WASTE MANAGEMENT
●	1.1	% of bulk pickup requests collected on day of appointment	87.62%	95%		97.87%	103.02%	SOLID WASTE MANAGEMENT