



## **Department of Public Works DPW (KT)**

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### **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.

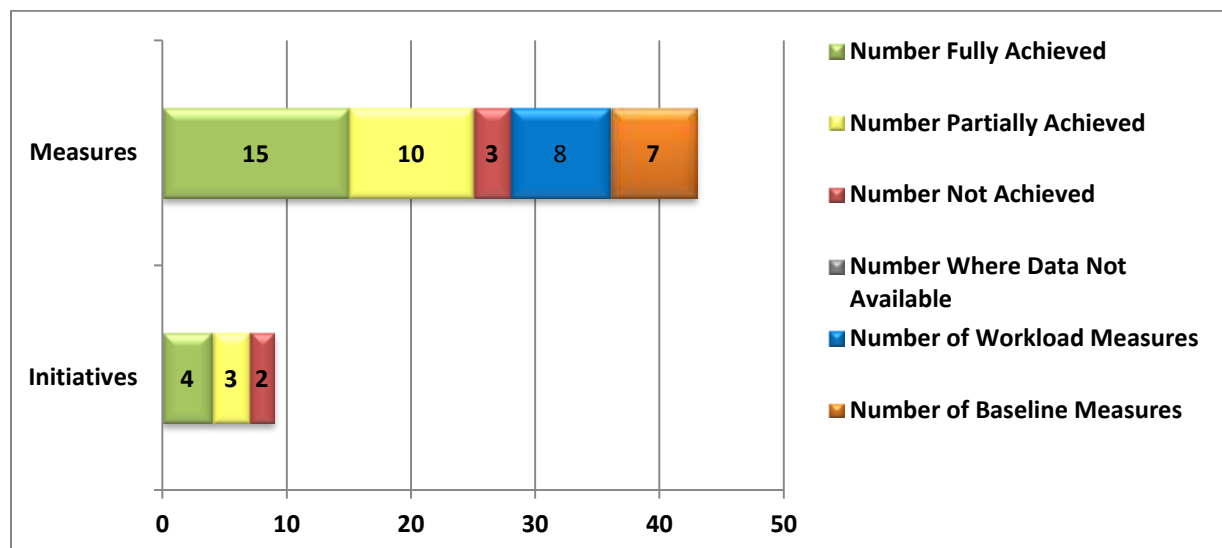
### **ACCOMPLISHMENTS**

- ✓ Achieved the eighth greenest fleet by 100 Best's Government Green Fleet Awards
- ✓ Achieved 98% alternative fuel vehicle for DC Fleet Share
- ✓ Launched a first ever employee training pilot program with the Community College of the D.C.

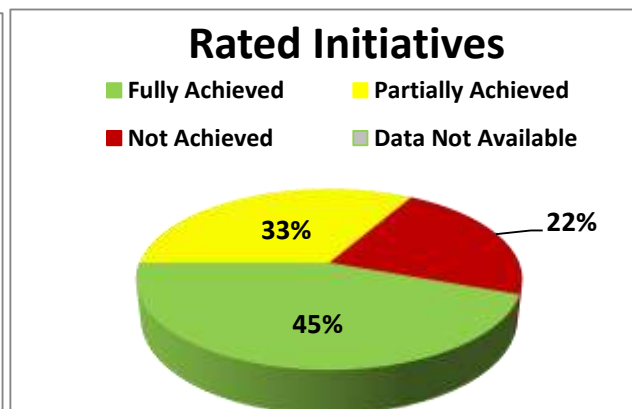
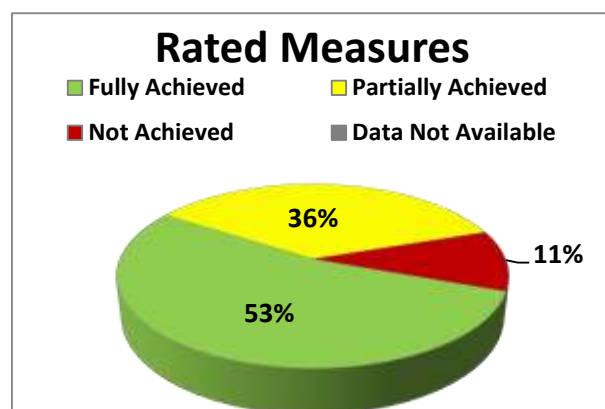


**OVERVALL AGENCY PERFORMANCE**

**TOTAL MEASURES AND INITIATIVES**



**RATED MEASURES AND INITIATIVES**



**Note:** Workload and Baseline Measurements are not included

Default KPI Rating:	
>= 100%	Fully Achieved
75 - 99.99%	Partially Achieved
< 75%	Not Achieved



## Performance Initiatives – Assessment Details


### Performance Assessment Key:

-  Fully achieved       Partially achieved       Not achieved       Data not reported


### Agency Management <sup>1</sup>

**OBJECTIVE 1: Improve the proficiency of the agency's customer service personnel to help provide better service delivery.**

**INITIATIVE 1.1: Provide mandatory training specific to customer service personnel.**

-  **This initiative was not achieved.** DPW decided to focus on getting employees to attend the customer service training described in Initiative 1.2, below.


**INITIATIVE 1.2: Ensure customer service can provide quality assistance to a diverse population.**

-  **This initiative was fully achieved.** DPW provided Language Access training to all customer service and frontline staff (over 400 employees) to ensure the delivery of services to all citizens regardless of their native language. Training, which covered cultural competency issues and instructions on how to use the Language Line interpreter service, was conducted by the director of the Office of Human Rights Language Access Program during the summer of 2013.


### Fleet Management Administration (FMA)

**OBJECTIVE 1: Manage fleet business processes to ensure mission critical equipment is available for core services for all agencies.**

**INITIATIVE 1.1: Reduce petroleum fuel consumption of light duty equipment in the District's fleet serviced by DPW.**

-  **This initiative was fully achieved.** DPW reduced petroleum fuel consumption in light duty equipment in FY13 by: (1) replacing older vehicles with more fuel efficient models; (2) purchasing flex-fuel vehicles that use E85; and (3) requiring flex fuel vehicles to fuel strictly with E85 through DPW's automated fuel management system.

**INITIATIVE 1.2: Incorporate best practice standards for the vehicle Preventive Maintenance program.**

-  **This initiative was partially achieved.** Fleet has achieved a small portion of this initiative by moving the preventive maintenance schedule from twice-a-year to once-a-year for several of the high efficiency vehicles, such as the Chevy Volts. It is still looking at the fleet's hybrids, i.e. Honda, Toyota Prius, and other high fuel-efficient vehicles that it has purchased in attempts of changing the preventative maintenance schedules to once-a-year as well.

<sup>1</sup> For the purposes of the FY13 Performance Accountability Report, the Agency Management Division corresponds to the Office of the Director in the FY13 Performance Plan.



### Parking Enforcement Management Administration (PEMA)

**OBJECTIVE 1: Ensure parking opportunities for District residents, businesses and visitors by enforcing parking regulations.**

**INITIATIVE 1.1: Improve clearance of rush hour, street sweeping, and emergency no parking routes.**

- This initiative was partially achieved. The completion due date for this initiative is September, 30, 2014. It is currently 80 percent complete and slated to be 100 percent complete by the completion date.

**INITIATIVE 1.2: Utilize technology to improve proficiency and output of Parking Enforcement Officer (PEO) efforts.**

- **This initiative was partially achieved.** The completion due date for this initiative is September, 30, 2014. It is currently 75 percent complete and slated to be 100 percent complete by the completion date.

### Solid Waste Management Administration (SWMA)

**OBJECTIVE 1: Increase the cleanliness of the District's residential neighborhoods, high-visibility commercial areas, gateway corridors and industrial zones (One City Action Plan Action 3.6.2).**

**INITIATIVE 1.1: Increase the usage of alternative fuel.**

- **This initiative was fully achieved.** DPW uses biodiesel fuel in all of its heavy equipment including the current fleet of 65 trash compactor vehicles used to collect household trash and recyclables from the DPW service population.

**INITIATIVE 1.2: Determine the feasibility of municipally-sponsored food waste transfer services for composting (One City Action Plan Action 3.6.2).**

- **Not Achieved.** This initiative is on hold as the previous vendor did not perform satisfactorily. DPW will continue to identify viable composting alternatives that we can offer to commercial customers that make economic sense.

**INITIATIVE 1.3: Reduce the amount of solid waste produced in the District by expanding the number of public recycling and litter receptacles (One City Action Plan Action 3.6.2).**

- **This initiative was fully achieved.** DPW has worked with the BIDs to expand public space recycling in commercial areas. There are public space recycling cans in the Downtown BID, Golden Triangle BID, Capitol Hill BID, Capitol Riverfront BID, Adams Morgan BID and the NOMA BID at this time.



## Key Performance Indicators – Details

### Performance Assessment Key:

- Fully achieved  
 ● Partially achieved  
 ● Not achieved  
 ● Data not reported  
 ● Workload Measure  
● Baseline Measure

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
<b>Fleet Management Administration (FMA)</b>								
	<span style="color: yellow;">●</span> 1.1	Percentage increase in citywide compliance with preventive maintenance appointments <sup>2</sup>	4%	10%		7.15%	97.41%	FLEET MANAGEMENT
	<span style="color: red;">●</span> 1.2	Percentage increase in agency compliance with preventive maintenance appointments <sup>3</sup>	2%	2%		-37.88%	61.39%	FLEET MANAGEMENT
	<span style="color: green;">●</span> 1.3	Percentage light vehicle maintenance (excluding engine, transmission and body work) completed within 24 hours	48.92%	60%		78.41%	130.69%	FLEET MANAGEMENT
	<span style="color: green;">●</span> 1.4	Percent of mechanics with at least one ASE or professional certification	44.62%	27%		56.25%	208.33%	FLEET MANAGEMENT
	<span style="color: green;">●</span> 1.5	Percent increase in alternative fuel consumed <sup>4</sup>	747%	500%		678.09%	155.62%	FLEET MANAGEMENT
	<span style="color: red;">●</span> 1.6	Percentage reduction of petroleum fuel usage <sup>5</sup>	28.43%	46%		34.33%	72.96%	FLEET MANAGEMENT

<sup>2</sup> The percentage increase was calculated by using the FY13 Actual and the FY11 baseline of 70.52%.

<sup>3</sup> The percentage increase was calculated by using the FY13 Actual and the FY11 baseline of 90.74%.

<sup>4</sup> The percentage increase was calculated by using the FY13 Actual and the FY11 baseline of 225,099.41.

<sup>5</sup> The percentage increase was calculated by using the FY13 Actual and the FY11 baseline of 2,904,645.2.



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	1.7	Citywide compliance rate with preventive maintenance appointments	73.84%	77.57%		70.17%	90.46%	FLEET MANAGEMENT
●	1.8	Agency compliance rate with preventive maintenance appointments	88.95%	92.56%		86.13%	93.05%	FLEET MANAGEMENT
<b>Parking Enforcement Management Administration (PEMA)</b>								
●	1.1	Cost per ticket issued <sup>6</sup>	\$10.01	\$14.50		\$11.70	123.88%	PARKING ENFORCEMENT MANAGEMENT
●	1.2	Percent of reported abandoned vehicles on public space resolved within 5 business days	98.31%	90%		98.99%	109.99%	PARKING ENFORCEMENT MANAGEMENT
●	1.3	Percent of general enforcement requests responded to within 4 hours	69.45%	98%		99.34%	101.36%	PARKING ENFORCEMENT MANAGEMENT
●	1.4	Percent of adjudicated parking tickets upheld	26.88%	99%		99.42%	100.43%	PARKING ENFORCEMENT MANAGEMENT
●	1.5	Percent of Residential Parking Permit (RPP) program blocks covered by daily enforcement	69.45%	85%		67.16%	79.01%	PARKING ENFORCEMENT MANAGEMENT
●	1.6	Percent of call-in requests for Residential Parking Permit (RPP) enforcement responded to within 4 hours	95.09%	98%		99.17%	101.19%	PARKING ENFORCEMENT MANAGEMENT

<sup>6</sup> The cost per ticket was calculated by dividing the personnel services budget by the number of tickets issued.



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
<b>Solid Waste Management Administration (SWMA)</b>								
●	1.1	Percent of the District's Gateways, commercial and residential areas rated "clean" or "moderately clean" <sup>7</sup>	95%	95%		92.3%	97.16%	SOLID WASTE MANAGEMENT
●	1.2	Percent of trash collection routes completed on the scheduled day	99.93%	99.8%		99.54%	99.74%	SOLID WASTE MANAGEMENT
●	1.3	Complaint rate for missed trash and yard waste collections per 10,000 residential collections	.09%	8%		0.45%	1,777.78%	SOLID WASTE MANAGEMENT
●	1.4	Cost per ton to collect trash and yard waste <sup>7</sup>	\$182.08	\$165.00		\$208.45	79.16%	SOLID WASTE MANAGEMENT
●	1.5	Percent of residential recycling collection routes completed on the scheduled day [One City Action 3.6.2]	99.10%	99.8%		98.51%	98.71%	SOLID WASTE MANAGEMENT
●	1.6	Complaint rate for missed residential recycling collections per 10,000 collections	.06%	5		0.24	2,083.33%	SOLID WASTE MANAGEMENT
●	1.7	Cost per ton to collect recyclables	\$265.65	\$250.00		\$220.65	113.3%	SOLID WASTE MANAGEMENT
●	1.8	Residential recycling diversion rate [One City Action 3.6.2] <sup>8</sup>	25.81%	25%		27.97%	111.87%	SOLID WASTE MANAGEMENT
●	1.9	Percent of sanitation enforcement requests resolved within 5 business days	72.67%	95%		69.21%	72.86%	SOLID WASTE MANAGEMENT

<sup>7</sup> The cost per ton is calculated from SOAR data. The calculations do not include vehicle replacement or disposal costs.

<sup>8</sup> The diversion rate is calculated by dividing the weight of DPW collected recyclables by the weight of DPW collected refuse and recyclables. Although a widely used measure, recycling measures vary by jurisdiction.



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	1.10	Percent of bulk pickup requests collected on day of appointment	98.51%	98%		84.15%	85.87%	SOLID WASTE MANAGEMENT
●	1.11	Complaint rate for missed trash and yard waste collections per 10,000 residential collections (excluding snow)	.11%	6		0.45	1,333.33%	SOLID WASTE MANAGEMENT
●	1.12	Number of preventable collisions (i.e. SWMA struck, rear ended, or backed into)	165	93		110	84.55%	SOLID WASTE MANAGEMENT
●	1.13	Percentage change of preventable collisions <sup>9</sup>	- 43.1%	- 38%		- 46.75%	116.44%	SOLID WASTE MANAGEMENT
●	1.14	Cost for vehicle abuse <sup>10</sup>	NA	\$611,327		\$175,635.48	348.07%	SOLID WASTE MANAGEMENT
●	1.15	Cost per ton of food waste diverted	NA	\$60		0 <sup>11</sup>	Baseline Measure Not Rated	SOLID WASTE MANAGEMENT
●	1.16	Tons of food waste diverted [One City Action 3.6.2]	NA	NA		0 <sup>12</sup>	Baseline Measure Not Rated	SOLID WASTE MANAGEMENT
●	1.17	Number of public recycling receptacles [One City Action 3.6.2]	NA	NA		60	Baseline Measure Not Rated	SOLID WASTE MANAGEMENT
●	1.18	Amount of waste produced in the District [One City Action 3.6.2] <sup>13</sup>	NA	NA		141,461.89	Baseline Measure Not Rated	SOLID WASTE MANAGEMENT

<sup>9</sup> Compared to FY10 baseline year of 154.

<sup>10</sup> Compared to FY11 baseline year of \$649,429.

<sup>11</sup> The District is not currently diverting food waste. DPW began collecting food waste in FY13; however, the food waste pilot lasted only four months and was discontinued because of poor contractor performance and too much contamination. Therefore, DPW has no data to report for this KPI in FY13.

<sup>12</sup> Ibid

<sup>13</sup> DPW does not collect all waste produced in the District and can only report the waste collection efforts directly under its purview. This figure represents the tonnage of trash collected (residential), bulk trash collected (residential) and tonnage from street cleaning activities. DPW collects trash and bulk trash items from single





	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
<b>Agency Management</b> <sup>14</sup>								
●	1.1	Tons collected from street cleaning activities (i.e., mechanical sweeping, alley cleaning, manual cleaning, litter cans, and carts)	19,199	Target Not Required		45,042	Workload Measure Not Rated	SOLID WASTE MANAGEMENT
●	1.2	Tons of household and bulk trash generated per total number of residents served by DPW	0.96	Target Not Required		0.92	Workload Measure Not Rated	SOLID WASTE MANAGEMENT
●	1.3	Total number of parking tickets issued	1,481,138	Target Not Required		1,345,320	Workload Measure Not Rated	PARKING ENFORCEMENT MANAGEMENT
●	1.4	Number of vehicles immobilized via booting	15,409	Target Not Required		16,288	Workload Measure Not Rated	PARKING ENFORCEMENT MANAGEMENT
●	1.5	Number of vehicles towed by DPW tow cranes	39,376	Target Not Required		37,314	Workload Measure Not Rated	AGENCY MANAGEMENT
●	1.6	Number of stolen vehicle alerts sent to MPD	227	Target Not Required		10,127	Workload Measure Not Rated	PARKING ENFORCEMENT MANAGEMENT
●	1.7	Percent of challenged parking tickets upheld by adjudication	34.75%	Target Not Required		99.42%	Workload Measure Not Rated	AGENCY FINANCIAL OPERATIONS
●	1.8	Percentage of light vehicles exceeding replacement criteria (after pending orders fulfilled) <sup>15</sup>	22%	Target Not Required		17.39%	Workload Measure Not Rated	AGENCY MANAGEMENT

family homes and apartment buildings with <4 units. DPW does not collect trash from mixed-use residential/commercial buildings or residential buildings with four or more units.

<sup>14</sup> For the purposes of the FY13 Performance Accountability Report, the Agency Management Division corresponds to the Office of the Director in the FY13 Performance Plan.

<sup>15</sup> Industry mean =15.50%; median = 10.37%



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	1.9	Percent of missed trash collection requests resolved within 48 hours <sup>16</sup>	NA	99%		89.11%	Baseline Measure Not Rated	AGENCY MANAGEMENT
●	1.10	Percent of missed recycling collection requests resolved within 48 hours <sup>17</sup>	NA	99%		83.41%	Baseline Measure Not Rated	AGENCY MANAGEMENT
●	1.11	Percent of enforcement requests investigated within 5 business days <sup>18</sup>	NA	99%		72.43%	Baseline Measure Not Rated	AGENCY MANAGEMENT

<sup>16</sup> Since this is a baseline measure, the time to resolve the trash collection requests was amended from 24 hours to 48 hours to more accurately reflect true agency performance and operations.

<sup>17</sup> <sup>17</sup> Since this is a baseline measure, the time to resolve the recycling collection requests was amended from 24 hours to 48 hours to more accurately reflect true agency performance and operations.

<sup>18</sup> <sup>18</sup> Since this is a baseline measure, the time to investigate an enforcement request was amended from 24 hours to 5 business days to more accurately reflect true agency performance and operations.