



## Department of Public Works DPW (KTO)

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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.

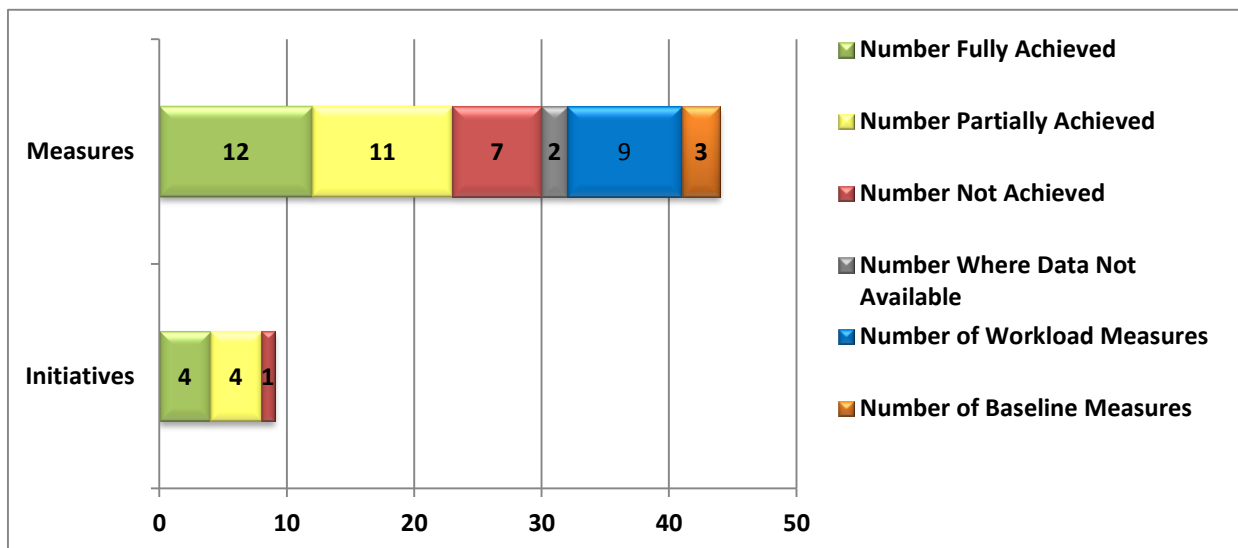
### ACCOMPLISHMENTS

- ✓ In the Spring of 2014, DPW distributed over 200,000 new trash and recycling containers to its curbside collection customers.
- ✓ This fall, DPW became the first in the region to use Android smart- phone technology for parking enforcement. This will reduce the cost of buying equipment, smart phones are faster and more reliable, and they will allow parking officers to take better images of violations.
- ✓ Due to efforts of DPW Fleet operations, the District government has been recognized as the 4th Greenest Fleet by the 100 Best Fleets Awards. The District's efforts are also being used by the federal government as a guideline for other municipalities around the country.

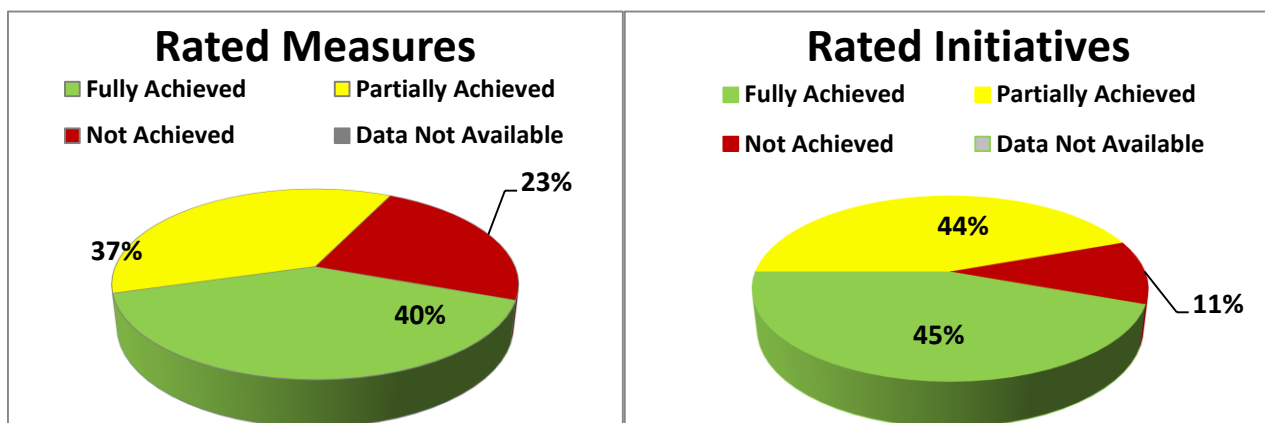


**OVERALL AGENCY PERFORMANCE**

**TOTAL MEASURES AND INITIATIVES**



**RATED MEASURES AND INITIATIVES**



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

Default KPI Rating:	
$\geq 100\%$	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

### Fleet Management Administration

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

**INITIATIVE 1.1: Take additional measures to reduce petroleum fuel consumption of light duty equipment in the District's fleet serviced by DPW FMA.**

**The initiative was fully achieved.** Petroleum based fuel consumption in DPW maintained light duty vehicles was 37% lower in FY14 than the FY11 baseline (428,340 gallons in FY14 vs. 681,057 gallons in FY11). This included a 242% increase in alternative fuel usage during that time period. DPW also exceeded its EPA's petroleum use reduction requirements in FY14 by 59%.

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

**This initiative was partially achieved.**

- **Hybrids:** Fleet has approximately 140 hybrid vehicles. Fleet was able to change the PM Schedule for 103 of the hybrid vehicles to once a year based on utilization and use of synthetic oil which provides for longer oil life. 89 hybrids within Parking Enforcement Administration (PEMA) will remain on a twice a year schedule due to utilization over three different shifts.
- **Non-hybrids:** Fleet has approximately 1,461 non-hybrid light vehicles in the fleet and has begun to move all non-hybrid light vehicles, not involved in multiple shift operations, to once a year PMs. This again is due to use of synthetic oils with longer oil life. With the migration to FASTER Web fleet management new PM schedules are currently being incorporated into the new system.

### Parking Enforcement Management Administration

**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 fully achieved** by way of business process improvement and implementation of geographically locating and route assignment by area of demand. DPW routed tow trucks in order to keep trucks and staff in dedicated areas. This initiative resulted in improved driver behavior with a 6% decrease in vehicle towing and relocation demand. Over 1,300 less vehicles required towing in FY 2014.

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

**This initiative was partially achieved.** One of the goals was partially achieved while the other goal was fully achieved.



- Goal #1 – 50% Implement Smart Phone Technology to improve data communication, photo quality and improved speed and efficiency with communication with Park Mobile and computer processing. (Anticipate 100% completion by March 2015)
- Goal # 2 – 100% Implemented Final redundancy screen verification for Park Mobile Payment processing through secondary client server prior to printing final parking meter citation.

### **INITIATIVE 1.3: Improve overall efficiency of Vehicles Impoundment Lot Management.**

**This initiative was partially achieved.** A new software DLMS system has been implemented and replaced the outdated AMES lot management system. Additional planning and field testing is required for Vehicles Impoundment to transition to smartphone and tablet technology. Additional planning and field testing is also required before DPW can send customer service requests to employees in the field electronically. Further, additional funding is necessary before DPW can enable field personnel to transmit vehicle pictures, status requests and towed vehicle data in real-time to DPW dispatchers and impoundment staff.

## **Solid Waste Management Administration**

**OBJECTIVE 1: Increase the cleanliness of the District’s residential neighborhoods, high-visibility commercial areas, gateway corridors and industrial zones.**

**INITIATIVE 1.1: Quantify and compare investments needed for current baseline operations and alternatives. (Sustainable DC Plan Waste Action 1.1, 1.2, 2.4, and 3.1).**

**This initiative was partially achieved.** The project is more complex than originally thought and there have been unanticipated delays in obtaining data from the private sector. There was, however, significant progress towards completing the report, including two community meetings as well as multiple briefings with stakeholders. DPW anticipates completion of the report in the first quarter of FY2015.

**INITIATIVE 1.2: Determine the feasibility of municipally-sponsored food waste transfer services for composting.**

**This initiative was fully achieved.** The DPW pilot ended in February 2014 and several lessons were learned. First, there are an insufficient number of outlets willing to accept and process post-consumer food waste. Second, the contamination factor in commercially collected post-consumer food waste is an opportunity for haulers to educate their customers about the importance of proper source separation. Third and most important is that the economics of providing a separate food waste composting program are not favorable in this region at this time.

## **Office of the Director**

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

**INITIATIVE 1.1: Provide mandatory training to frontline personnel on communicating with a diverse population.**

**This initiative was fully achieved.** DPW provided language line and cultural competency training to more than 400 personnel to enable employees to communicate with citizens who do not speak English as their first language. To date, all personnel who communicate with the public have taken this training.



**INITIATIVE 1.2: Maintain an A grade for at least 80 percent of the Grade DC grading cycle.**

- **This initiative was not achieved.** DPW only achieved a grade of A- or above less than 20 percent of the time. Although a helpful resource, DPW does not think Grade DC actively reflects the measure and quality of its service. DPW has little to no control over most of the issues that people complain about nor are they always a DPW issue. Our goal is to provide quality and timely service and we strive to do this each day.



## Key Performance Indicators – Details

### Performance Assessment Key:

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

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
<b>Fleet Management Administration</b>							
	<span style="color: green;">●</span>	<b>1.1</b> Percentage increase in citywide compliance with preventive maintenance appointments (FY11 baseline=70.52%)	7.15%	10%	15.51%	155.1%	FLEET MANAGEMENT
	<span style="color: green;">●</span>	<b>1.2</b> Percentage increase in agency compliance with preventive maintenance appointments (FY11 baseline=90.74%)	-37.88%	2%	-27.59%	-1,379.5%	FLEET MANAGEMENT
	<span style="color: green;">●</span>	<b>1.3</b> Percent of light vehicle maintenance (excluding engine, transmission and body work) completed within 24 hours	78.41%	60%	72.88%	121.46%	FLEET MANAGEMENT
	<span style="color: green;">●</span>	<b>1.4</b> Percent of mechanics with at least one ASE or professional certification	56.25%	27%	66.04%	244.58%	FLEET MANAGEMENT
	<span style="color: green;">●</span>	<b>1.5</b> Percent increase in alternative fuel consumed(FY09 baseline=225,099.41)	155.62%	500%	775.77%	155.15%	FLEET MANAGEMENT
	<span style="color: green;">●</span>	<b>1.6</b> Percentage reduction of petroleum fuel usage compared to FY 2011 baseline (Gallons used in FY11=2,904,645.2 of unleaded + ULSD)	34.33%	46%	25.77%	178.48%	FLEET MANAGEMENT
	<span style="color: yellow;">●</span>	<b>1.7</b> Citywide compliance rate with preventive maintenance appointments	70.17%	77.57%	73.50%	94.75%	FLEET MANAGEMENT
	<span style="color: red;">●</span>	<b>1.8</b> Agency compliance rate with preventive maintenance appointments	86.13%	92.56%	60.88%	65.78%	FLEET MANAGEMENT



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
<b>Parking Enforcement Management</b>							
●	1.1	Cost per ticket issued	\$11.70	\$14.50	\$18.50	78.38%	PARKING ENFORCEMENT MANAGEMENT
●	1.2	Percent of reported abandoned vehicles on public space resolved within 5 business days	98.99%	90%	79.13%	87.92%	PARKING ENFORCEMENT MANAGEMENT
●	1.3	Percent of general enforcement requests responded to within 4 hours	99.34%	98%	97.07%	99.05%	PARKING ENFORCEMENT MANAGEMENT
●	1.4	Percent of adjudicated parking tickets upheld	99.42%	99%	56.02%	56.58%	PARKING ENFORCEMENT MANAGEMENT
●	1.5	Percent of Residential Parking Permit (RPP) program blocks covered by daily enforcement	67.16%	98%	67.16%	68.53%	PARKING ENFORCEMENT MANAGEMENT
●	1.6	Percent of call-in requests for Residential Parking Permit (RPP) enforcement responded to within 4 hours	99.17%	85%	97.06%	114.19%	PARKING ENFORCEMENT MANAGEMENT
<b>Solid Waste Management</b>							
●	1.1	Percent of the District's Gateways, commercial and residential areas rated "clean" or "moderately clean"	98%	95%	NA <sup>1</sup>	NA	SOLID WASTE MANAGEMENT
●	1.2	Percent of trash collection routes completed on the scheduled day	99.54%	99.8%	95.48%	95.67%	SOLID WASTE MANAGEMENT
●	1.3	Complaint rate for missed trash and yard waste collections per 10,000 residential collections	.11%	.08%	.16%	50.97%	SOLID WASTE MANAGEMENT
●	1.4	Cost per ton to collect trash and yard waste	\$208.45	\$165	\$217.76	75.77%	SOLID WASTE MANAGEMENT
●	1.5	Percent of residential recycling collection routes completed on the scheduled day [One City Action 3.6.2]	98.48%	99.8%	92.89%	93.08%	SOLID WASTE MANAGEMENT

<sup>1</sup> Data from the Office of Clean Cities was not available at the time this report was generated.



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.6	Complaint rate for missed residential recycling collections per 10,000 collections (excluding snow season)	.06%	.05%	.12%	42.44%	SOLID WASTE MANAGEMENT
●	1.7	Cost per ton to collect recyclables	\$220.65	\$250	\$232.31	107.61%	SOLID WASTE MANAGEMENT
●	1.8	Residential recycling diversion rate	28.33%	25%	29.28%	117.13%	SOLID WASTE MANAGEMENT
●	1.9	Percent sanitation enforcement requests resolved within 5 business days	61.94%	95%	75.4%	79.36%	SOLID WASTE MANAGEMENT
●	1.10	Percent of bulk pickup requests collected on day of appointment	82.57%	98%	83.01%	84.7%	SOLID WASTE MANAGEMENT
●	1.11	Complaint rate for missed trash and year waste collections per 10,000 residential collections (excluding snow)	.11%	.06%	.13%	46.15%	SOLID WASTE MANAGEMENT
●	1.12	Number of collisions (i.e. SWMA struck, rear ended, or backed into)	110	93	120	77.5%	SOLID WASTE MANAGEMENT
●	1.13	Percentage change of collisions compared to FY 2010 baseline (baseline year = 154)	-46.75%	-38%	128.33%	337.72%	SOLID WASTE MANAGEMENT
●	1.14	Cost for vehicle accidents compared to FY 2011 (baseline year = \$649,429)	\$175,635	\$611,327	\$161,915.88	377.56%	SOLID WASTE MANAGEMENT
●	1.15	Cost per ton of food waste diverted	NA	NA	NA <sup>2</sup>	Not Rated Baseline Measure	SOLID WASTE MANAGEMENT
●	1.16	Recycling material collected per capita, in pounds	68,590,000	68,000,000	78,456,480	115.38%	SOLID WASTE MANAGEMENT
●	1.17	The cost per linear miles mechanically swept	NA	Not Applicable	\$124.68	Not Rated Baseline Measure	SOLID WASTE MANAGEMENT

<sup>2</sup> DPW was not able to collect this data in FY14 because providing this service was not feasible. This KPI may need to be amended or deleted in future performance plans.





	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.18	Tons of food waste diverted	NA	NA	NA <sup>3</sup>	Not Rated Baseline Measure	SOLID WASTE MANAGEMENT
<b>Office of the Director</b>							
●	1.1	Tons collected from street cleaning activities (i.e., mechanical sweeping, alley cleaning, manual cleaning, litter cans, and carts)	45,041	Not Applicable	16,188	Not Rated Workload Measure	AGENCY MANAGEMENT
●	1.2	Tons of household and bulk trash generated per total number of residents served by DPW	0.68	Not Applicable	0.92	Not Rated Workload Measure	AGENCY MANAGEMENT
●	1.3	Total number of parking tickets issued	934,821	Not Applicable	1,284,410	Not Rated Workload Measure	AGENCY MANAGEMENT
●	1.4	Number of vehicles immobilized via booting	6,864	Not Applicable	11,090	Not Rated Workload Measure	AGENCY MANAGEMENT
●	1.5	Number of vehicles towed by DPW tow cranes	25,002	Not Applicable	35,204	Not Rated Workload Measure	AGENCY MANAGEMENT
●	1.6	Number of stolen vehicle alerts sent to MPD	6,237	Not Applicable	8,022	Not Rated Workload Measure	AGENCY MANAGEMENT
●	1.7	Number of challenged parking tickets upheld by adjudication	55.51%	Not Applicable	56.02%	Not Rated Workload Measure	AGENCY MANAGEMENT
●	1.8	Percent of light vehicles exceeding replacement criteria (after pending orders fulfilled) (Industry mean = 15.50%; median = 10.37%) <sup>2</sup>	17.39%	Not Applicable	15.18%	Not Rated Workload Measure	AGENCY MANAGEMENT
●	1.9	Amount of waste produced in the District (including residential trash/yard waste, recycling and bulk trash)	128,637	Not Applicable	134,695	Not Rated Workload Measure	AGENCY MANAGEMENT
●	2.1	Percentage of frontline employees who complete Language Line Services and cultural competency training	Not applicable	95%	89.36%	94.06%	AGENCY MANAGEMENT

<sup>3</sup> DPW was not able to collect this data in FY14 because providing this service was not feasible. This KPI may need to be amended or deleted in future performance plans.



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	2.2	Percentage of frontline employees who complete tolerance training relating to gender or sexual orientation	Not Applicable	95%	NA <sup>4</sup>	NA	AGENCY MANAGEMENT
●	2.3	Percentage of year DPW has maintained an A- or better on GradeDC	Not Applicable	80%	16.67%	20.83%	AGENCY MANAGEMENT

<sup>4</sup> Data for this KPI was not available at the time this report was generated.