

# Department of Public Works FY2016

**Agency** Department of Public Works

**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.

## 2016 Objectives

### FY16 Objectives

Objective Number	Objective Description
<b>Fleet Management Administration (1 Objective)</b>	
3	Manage fleet business processes to ensure mission critical equipment is available for core services for all agencies
<b>Office of the Director (2 Objectives)</b>	
4	Improve the agency's customer service personnel to help provide better service delivery
5	Oversee the implementation of agency-wide priorities
<b>Parking Enforcement Management Administration (1 Objective)</b>	
2	Ensure Parking Opportunities for District Residents, Businesses and Visitors by Enforcing Parking Regulations
<b>Solid Waste Management Administration (1 Objective)</b>	
1	Increase the cleanliness of the District's residential neighborhoods, high visibility commercial areas, gateway corridors and industrial zones.

## 2016 Key Performance Indicators

Measure	Division	Frequency of Reporting	FY 2013	FY 2014	FY 2015	FY 2015 Target	FY 2016 Target
<b>1 - Increase the cleanliness of the District's residential neighborhoods, high visibility commercial areas, gateway corridors and industrial zones. (16 Measures)</b>							
Percent of the District's Gateways, commercial and residential areas rated "clean" or "moderately clean"		Annually	98	90	95.35	95	95
Percent of trash collection routes completed on the scheduled day		Quarterly	99.54	95.48	94.73	99.8	99.8
Complaint rate for missed trash and yard waste collections per 10,000 residential collections		Quarterly	11	16	14	8	8

Complaint rate for missed trash and yard waste collections per 10,000 residential collections (excluding snow season)	Annually		13	11	6	6
Cost per ton to collect trash and yard waste	Annually	208.45	217.76	211.59	165	165
Percent of residential recycling collection routes completed on the scheduled day	Annually	98.48	92.89	92.66	99.8	99.8
Complaint rate for missed residential recycling collections per 10,000 collections	Quarterly	6	12	9	5	5
Cost per ton to collect recyclables	Annually	220.65	232.31	269.82	250	250
Residential recycling diversion rate	Quarterly	28.33	29.77	28.56	25	25
% Sanitation enforcement requests resolved w/in 5 business days	Quarterly	61.94	75.4	84.11	95	89.55
Percent of bulk pickup requests collected on day of appointment	Quarterly	82.57	95.03	91.89	98	98
Cost for vehicle accidents compared to FY 2011 baseline (baseline year = \$649,429)	Annually	175,635.48	175,635.48	117,659.55	611,327	611327
Number of collisions (i.e. SWMA struck, rear ended, or backed into)	Annually	110	110	103	93	93
Percentage change of collisions compared to FY 2010 baseline (baseline year = 154)	Annually	-46.75	-46.75	33.12	-38	-38
Recycling material collected per capita, in pounds	Annually	68,590,000	80,290,000	113.95	68,000,000	17
The cost per linear mile mechanically swept	Annually		127.62	126.89	120	120
<b>2 - Ensure Parking Opportunities for District Residents, Businesses and Visitors by Enforcing Parking Regulations (5 Measures)</b>						
Percent of Residential Parking Permit (RPP) program blocks covered by daily enforcement	Quarterly	67.16	67.16	66.47	85	85

Percent of call-in requests for Residential Parking Permit (RPP) enforcement responded to within 4 hours	Quarterly	99.17	97.06	95.51	98	98
Percent of general enforcement requests responded to within 4 hours	Quarterly	99.34	97.07	98.36	98	98
Cost per ticket issued	Annually	11.7	18.5	16.57	14.5	14.5
Percent of reported abandoned vehicles on public space resolved within 5 business days	Quarterly	98.99	79.13	96	90	90

**3 - Manage fleet business processes to ensure mission critical equipment is available for core services for all agencies (10 Measures)**

Citywide compliance rate with preventive maintenance appointments	Quarterly	70.17	73.5	63.84	77.57	80.39
Percentage increase in citywide compliance with preventive maintenance appointments (FY11 baseline = 70.52%)	Annually	7.15	15.51	-9.47	10	10
Agency compliance rate with preventive maintenance appointments	Quarterly	86.13	60.88	84.24	92.56	92.56
Percentage increase in Agency compliance with preventive maintenance appointments (FY11 baseline = 90.74%)	Annually	-37.88	-27.59	-7.16	2	2
Percent of light vehicle maintenance (excluding engine, transmission and body work) completed within 24 hours	Quarterly	78.41	72.88	91.23	60	60
Percent of mechanics with at least one ASE or professional certification	Annually	56.25	66.04	74.55	27	27
Percent increase in alternative fuel consumed (FY09 baseline=225,099.41)	Annually	155.62	775.77	764.17	500	500

Percentage reduction of petroleum fuel usage compared to FY 2011 baseline (Gallons used in FY11=4,824,632.59 of unleaded + ULSD)	Annually	34.33	25.77	33.14	46	46
Percentage of repairs needing rework	Quarterly			2.46		1.9
Percentage of inventory loss/gain for total inventory value.	Annually			19.08	10	4.9
<b>4 - Improve the agency's customer service personnel to help provide better service delivery (1 Measure)</b>						
Percentage of frontline employees who have up to date Language Line Services and Cultural Competency training	Annually		89.36	52.24	95	95
<b>5 - Oversee the implementation of agency-wide priorities (1 Measure)</b>						
Percent of CDL drivers who complete annual drug and alcohol policy training	Annually		76.2	91.34	100	98

## 2016 Workload Measures

Measure	Frequency of Reporting	FY 2013	FY 2014	FY 2015
<b>Workload Measure (9 Measures)</b>				
Tons collected from street cleaning activities (i.e., mechanical sweeping, alley cleaning, manual cleaning, litter cans, and carts)	Annually	17,053	15,794	19,626
Tons of household and bulk trash generated per total # of residents served by DPW	Annually	0.94	0.92	0.88
Total number of parking tickets issued	Quarterly	1,341,810	1,337,253	1,433,626
Number of vehicles immobilized via booting	Quarterly	16,009	11,089	11,401
Number of vehicles towed by DPW tow cranes	Quarterly	37,250	35,204	36,672
Number of stolen vehicle alerts sent to MPD	Quarterly	10,127	8,022	11,433
Percent of challenged parking tickets upheld by adjudication	Quarterly	55.51	56.02	65.39
Percent of light vehicles exceeding replacement criteria (after pending orders fulfilled)	Annually	17.39	15	14.17
Amount of waste produced in the District	Annually	128,637	134,646	128,347

## 2016 Initiatives

Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description

<b>Fleet Management Administration - 3 (2 Initiatives)</b>				
3	Manage fleet business processes to ensure mission critical equipment is available for core services for all agencies	3.1	Improve the safety of oversized fleet equipment maintained by DPW	The DC Council enacted the Bicycle Safety Enhancement Act of 2008, which requires large vehicles to provide side underrun protection for bicyclists and pedestrians. Although certain provisions of the Bicycle Safety Enhancement Act's implementation were subject to budget appropriation, the legislation requires the installation of side underrun guards that protect pedestrians and cyclists from inadvertently being pulled underneath a truck. Since the passage of the legislation, DPW has installed the side underrun guards as funding allowed. Trash packers, street sweepers, and other oversized fleet equipment are already outfitted with some type of safety design or protection. All new dump truck orders have specifications for installation of side underrun guards. FMA is partnering with District Department of Transportation (DDOT) through the Vision Zero DC Plan (a multi-national road traffic safety project, which aims to achieve a transportation system with no fatalities or serious injuries) to fund the retrofit installation on all remaining 6-wheel and 10-wheel dump trucks in the fleet currently without side underrun protection which include 41 DPW trucks and 37 DDOT trucks. The Vision Zero action plan will utilize a portion of the \$500,000 in funding related to the plan. Funding will be available in FY 2016 for the retrofits. Successful outcome will be measured by the installation of side underrun protection on all DPW dump trucks.
3	Manage fleet business processes to ensure mission critical equipment is available for core services for all agencies	3.2	Improve maintenance shop productivity by reducing the vehicle inspection process time	Presently, vehicles requiring emission or brake tests must be transported to the Department of Motor Vehicle (DMV) Inspection Station and then queue in lines for up to several hours. If the vehicle fails, it must be returned to the DPW maintenance shop for requisite repairs and then another trip is made to DMV for re-inspection. In the fall of 2015, a vehicle inspection station (located next to the maintenance shop) will be used to service DC Government vehicles only. The collocation of the maintenance shop and the inspection station will reduce the vehicle inspection process time, improve staff work efficiency, and shorten the amount of time an agency has to be without a particular vehicle. Success will be measured by a 10% increase in shop turnaround times and a 7% increase in the number of vehicles repaired each week.
TOT				
<b>Office of the Director - 4 (1 Initiative)</b>				
4	Improve the agency's customer service personnel to help provide better service delivery	4.1	Expand the agency's outreach to the Limited English Proficiency (LEP) and Non English Proficiency (NEP) community	Continue to promote training designed to make frontline customer service employees aware of how to communicate with citizens with limited English speaking skills and by increasing the number of DPW documents translated into various required languages. Success will be determined by achieving a 10% increase in the number of frontline customer service employees trained to use the Language Line Services telephone system and a 50% increase in the number of DPW documents translated into languages spoken by citizens who make up at least five percent of the District's population.
TOT				
<b>Office of the Director - 5 (2 Initiatives)</b>				

5	Oversee the implementation of agency-wide priorities	5.1	Ensure all DPW CDL drivers are in compliance with mandatory training	DPW adheres to the Federal Motor Carrier Safety Administration (FMCSA) 49 CFR 382.603 which is the applicable regulation requiring supervisors of commercial motor vehicle drivers who operate vehicles that require a commercial driver license (CDL) to take 60 minutes of training on the symptoms of alcohol abuse and another 60 minutes of training on the symptoms of controlled substances use (120 minutes in total). The purpose of this training is to teach supervisors how to identify circumstances and indicators that may create reasonable suspicion that a driver is using or under the influence of alcohol or drugs, supporting referral of an employee for testing. The DPW Drug and Alcohol Testing division will work closer with supervisors of CDL employees to train smaller groups so as not to impact daily work schedules. Success will be determined by a 9.5% increase over the FY 2015 number of CDL drivers who complete annual drug and alcohol policy training.
5	Oversee the implementation of agency-wide priorities	5.2	Partner with DCRA to incorporate solid waste hauler registration into the business licensure process	The newly established Office of Waste Diversion (OWD) will begin implementing the Sustainable Solid Waste Management Amendment Act of 2014 ("The Act"). The Act, in part, requires OWD to register all solid waste haulers engaged in collection or transportation of solid waste in the District. To accomplish this mandate, OWD along with the Department of Consumer and Regulatory Affairs (DCRA), will develop a one-stop, online, licensure and registration process that will capture the necessary registration information under the Act while still providing the haulers with the licensing documentation they need to conduct business in the District. This process efficiently leverages the contact already required to operate in the District with our need to register solid waste haulers. Success will be measured by securing registration for 75% of solid waste haulers who seek business licenses through DCRA.

TOT

<b>Parking Enforcement Management Administration - 2 (2 Initiatives)</b>				
2	Ensure Parking Opportunities for District Residents, Businesses and Visitors by Enforcing Parking Regulations	2.1	Improve the continuity, and productivity of residential permit parking (RPP) ticketing enforcement activity utilizing data sharing technology	DPW-PEMA continues to leverage various aspects of technology when providing quality service to District residents, businesses, and visitors. To improve continuity of service in RPP enforcement, data sharing technology across devices will be enhanced. The enhancement allows Parking Enforcement Officers (PEO) to share their timed observations of parked vehicles within the same RPP Zone. The ability to continually time parked vehicles across devices, work shifts, and deployment areas increases DPW's efficiency and improves overall productivity. Success for this initiative will be evidenced by a 10% increase (~13,900) in the number of RPP violations found in FY2016 compared to the number of violations (139,000) found in FY2015.

2	Ensure Parking Opportunities for District Residents, Businesses and Visitors by Enforcing Parking Regulations	2.2	Evaluate and implement strategy options to decrease the number of chronic violators of parking regulations	We believe that the vast majority of those who park in the district follow parking regulations and if they happen to violate a regulation, they pay it in a timely manner. For those who violate the regulations and do not pay for their infractions, a request to immobilize their vehicle with a boot is issued. To address this growing number of people who regularly violate parking regulations, DPW will leverage various aspects of technology, the skills of our enforcement experts, and the numerous opportunities we have in the community. Success will be evidenced by a 5% (550) increase in boot eligible vehicles captured in comparison to the prior fiscal year.
---	---	-----	--	--

TOT

**Solid Waste Management Administration - 1 (1 Initiative)**

1	Increase the cleanliness of the District's residential neighborhoods, high visibility commercial areas, gateway corridors and industrial zones.	1.1	Add food scrap and textile recycling opportunities for DC Residents.	In FY 2016, the Department of Public Works will offer increased recycling opportunities at the Fort Totten Transfer Station by adding food scrap and textile recycling to the active list of commodities that can be brought to the station for processing. The drop off service is open to all residents of the District of Columbia. The purpose of this initiative is to continue moving towards greener, healthier living and to increase the District's solid waste diversion rate. Success will be measured by the weight of food scraps and textiles brought by District residents and the increased ratio of tons of recycled commodities to tons of trash disposed.
---	---	-----	--	--

TOT

**TOT**