

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Department of Public Works



Fiscal Year 2017 Budget Oversight Public Hearing

Testimony of

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Director, Department of Public Works

Before the

Committee on Transportation and the Environment
Chairperson Mary H. Cheh

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Room 123
John A. Wilson Building
1350 Pennsylvania Avenue, NW
Washington, D.C. 20004



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Introduction

- Good morning, Chairperson Cheh, members of the Council and staff. I am Christopher J. Shorter, Director of the Department of Public Works. Thank you for this opportunity to discuss Mayor Bowser's proposed FY 2017 budget for the Department. With me today are the DPW General Counsel Christine Davis and our Agency Fiscal Officer Perry Fitzpatrick.
- I want to thank Mayor Bowser and City Administrator Rashad Young for proposing increased funding to support improvements in how the Department of Public Works serves District residents to create multiple pathways to the middle class. The DPW budget emphasizes enhanced operations, employee training and development, and infrastructure investments.

Budget Overview

- The proposed Department of Public Works budget is \$171,066,138, which represents an 8.2% increase in funding and a 1.8% increase in FTEs to support our growing responsibilities, new initiatives and projects, and to provide a higher level of service.
- The Mayor's proposed FY 2017 capital budget of \$5 million for DPW will fund the replacement of alternative-fuel heavy equipment used for trash pick-up and snow removal. This capital investment is necessary to ensure seamless service delivery of two of the Department's core services.
- Mayor Bowser also funded the consolidation of DPW facilities at 1833 W. Virginia Avenue, NE at \$134 million over a six-year period.

Workforce Training as a Pathway to the Middle Class

- Mayor Bowser's commitment to giving every resident a fair shot is evidenced by the proposed \$887,000 increase in our budget to augment the Learn Earn Advance and Prosper (LEAP) Academy.
- This year, the LEAP Academy began training 13 people hired as Mechanic Helper Interns and 12 Sanitation Technician Interns. Next year, we will build on our success by bringing another 25 people into the program for training that can lead to a job, so they, too are on the pathway to the middle class.
- In FY 2016, DPW through our partnership with the Department of Employment Services, we will engage 30 people, ages 18-23 at the Maya Angelou Adult Learning Center. Through the Seeds for Success program, a pathway has been created for young adults to continue their education while starting a career in municipal services.



- They will receive professional development and paid internships with DPW. Classroom training to receive their GED will be held in the morning. In the afternoon they will train in the landscaping division in graffiti removal, lawn care, mowing, landscaping, and pruning trees and shrubbery. Program participants started April 4 and will continue through December 2.
- Another new program is based on our partnership with the Academy of Hope Public Charter School for Adults to provide adult learning opportunities to DPW employees. The offerings include, but are not limited to:
 - General Education Development (GED) Preparation
 - Literacy Enhancement
 - Math Enhancement
 - Computer Skills
- DPW and the Academy of Hope are targeting the fall of 2016 to kick-off evening courses for interested employees.
- This year, DPW began an ambitious program to radically transform how our employees view their work. With Career Pathways, DPW is Training for the Present, Educating for the Future, and Developing to Lead. In building on Mayor Bowser's goals, DPW has taken up the challenge to develop Career Pathways, a tool for employees to use to take control of their personal and professional advancement and development.
- Through Career Pathways, employees will increase their knowledge, skills and abilities; enhance productivity within their current functions; and increase the options available for future growth within DPW as well as outside of it.
- To shape Career Pathways, we formed a committee of DPW employees from all business lines and functional levels, along with DC Department of Human Resources staff to create policies, manage logistics and develop the course curriculum.
- Career Pathways will be implemented in June 2016 on a trial basis, with full implementation targeted for October 1, 2016.
- I am a steadfast advocate for DPW employees because I know just how hard everyone works to keep the District clean and attractive through our sanitation efforts and moving safely along our streets as parking enforcement officers.

Infrastructure as a Pathway to the Middle Class

- Currently, DPW employees and equipment are housed at several sites. Mayor Bowser is proposing to consolidate administrative and operational functions at one site to reduce costs of managing these multiple sites.
- Additionally, the new DPW campus will feature a contemporary fleet maintenance facility, to allow expanded use of technology and other vehicle maintenance systems.



- In addition to consolidating our functions on one campus, Mayor Bowser also proposed an increase in our budget for more resources to clear graffiti and buy additional litter cans.
- Right now, we have 6,900 litter cans installed along our streets. The proposed budget for litter cans in FY17 is \$442,400. We will work with the Business Improvement Districts on their needs for replacement and repair of existing litter cans.
- We also will boost our graffiti removal capacity by 85%, to allow us to shorten our turnaround time between when graffiti is reported and when we remove it, going from one to two weeks to two to three days.

Environmental Sustainability

- Organizations leading in sustainability integrate sustainability in all offices and divisions within their organizations.
- To this end, in FY 17, DPW will more fully integrate sustainability and waste diversion responsibilities into the roles and responsibilities of the Office of Organizational Effectiveness and Change Management, Communications, and the Solid Waste Management Administration.
- At the same time, DPW will enhance existing and form new partnerships with third party groups such as the Urban Sustainability Directors Network and C40, the interagency waste reduction working group, the local environmental stakeholder community with which DPW is meeting quarterly, and local universities.
- DPW is dedicated to moving the city forward with regard to environmental sustainability and responsible waste management. The Office of Waste Diversion is continuing projects and undertaking several new initiatives/projects now and in the upcoming budget year. These include:
 - A pilot offering composting as a service for special events.
 - Developing robust outreach and educational materials for public and commercial entities.
 - Introducing Food and/or Yard Waste and Textile Recycling Programs.
 - Raising recycling and waste diversion awareness in 50 schools through the SWEEP Jr. Program.
 - Creating and implementing the private hauler reporting and registration requirement.
- DPW is always expanding and exploring new ways to educate and engage the public on issues related to litter, illegal dumping and cleanliness of city streets and public spaces. To create a “Sustainable DC,” the agency is working to reduce waste, increase recycling, and helping residents and businesses keep the city as presentable and clean as possible.



- Through the HIVE (High Impact Visibility and Enforcement) and the Helping Hand programs, we will continue to help the public understand their responsibilities and encourage their support for keeping the community clean.
- The Solid Waste Education and Enforcement Program (SWEEP) created the HIVE initiative whose principal goal is to provide concentrated enforcement and attention to specific areas of the city. Ultimately, the initiative is designed to improve the cleanliness and compliance of targeted neighborhoods. SWEEP inspectors will collect data on and monitor HIVE initiatives and revisit the same areas a month later to measure the effectiveness of their efforts.
- The Helping Hand Program is another tool in the agency's arsenal to keep the city clean. The program helps support weekly community clean ups across the city, and this year DPW will recognize several organizations for their contributions to the program and community.
- As a special tool for the agency, DPW is creating the Adopt-A-Corridor Program to improve the appearance of major corridors of the Nation's Capital via an enhanced litter management program. This program will allow civic organizations and businesses an opportunity to participate in sustained cleaning projects across the city.
- We are revitalizing our SWEEP Jr. program to make educational outreach presentations on recycling and litter management at Van Ness Elementary School in SE, Bruce-Monroe Elementary School at Park View NW, John Tyler Elementary School SE, and the Chavez Schools/Prep Academy NW before the end of this school year.
- SWEEP Jr. will perform outreach to senior and low income residents. The first presentation was made last week at Victory Heights senior building on Irving St., NW.
- SWEEP Jr. also is participating in community events such as Earth Day and other presentations at Rawlings Park, the Golden Triangle Business Improvement District, the Anacostia Environmental Youth Summit, Anacostia Park, and the Department of Public Works Truck Touch.
- Through our own cleaning efforts, education, partnerships, outreach and enforcement, DPW will continue to keep our major corridors clean and attractive to residents and visitors.

Operational Effectiveness and Performance Improvement

- As we move forward, it has become more and more critical that we continuously analyze and improve our operations for maximum effectiveness. Development of an agency Performance Accountability Framework, or Performance STAT process, to analyze work, make recommendations for changes, and create efficiencies will ensure that we continue improving our operations. The "STAT" process is an internal problem analysis and improvement process, where the agency does a comprehensive



review of a particular issue and produces a plan of action to address the issue. It is similar in design to a CityStat or CapSTAT model, but on a smaller scale.

- A taskforce of staff from the Department of General Services and DPW, called the Integrated Product Team (IPT), was created to review the operations of DPW and DGS to identify overlapping services, create operational efficiencies and potentially reduce costs. The work of the IPT can be replicated in other agencies that deliver common services. The outcome of the IPT review has already resulted in the consolidation of grounds maintenance into DPW.
 - Following a June 2015 Mayoral CapStat meeting, DPW and DGS created an IPT that identified service overlaps between DGS and DPW in 11 common services. Grounds maintenance is the first service to be consolidated under DPW. As a result, DPW's SWMA will assume responsibility for the DGS grounds maintenance portfolio.
 - The District is applying the Municipal Services Output Level (MSOL) model to institute a "cost of quality" culture to improve service levels at a given property. Each MSOL level will be defined by a clear description of what the service entails and its frequency.
 - Among the benefits of using this model are better-defined roles, improved budgeting accuracy, clearly-defined service request responsibility, standardization of service levels in new contracts, realistic stakeholder expectations, and the ability to tie properties to the cost of beautification levels.
 - The 767 properties within the DGS portfolio were assigned a Municipal Services Output Level.
 - With the data from our IPT, DPW was able to standardize levels of service and created a multi-tiered grounds maintenance plan across its 314 properties and DGS' property portfolio. Our current grounds maintenance service level was adjusted from a three-week cycle, in some cases a four-week cycle, to a two-week cycle to match our new standards.
 - We are in the Implementation Phase and Grounds Maintenance MSOL Implementation is underway. We continue to monitor properties that remain in DGS' purview and work with contractors to ensure MSOLs are met and maintained.
 - Mowing season began April 1st and DPW will assume full control over mowing by October 2016.

Fleet Planning and Management

- The maintenance of the city's fleet of vehicles and equipment is essential to being able to carry out many duties and serve residents, businesses, commuters and visitors. The agency has highlighted several projects to pursue in the new budget year:
 - Conduct a comprehensive fleet replacement analysis.
 - Review the expansion of an alternative FleetShare program for city agencies.
 - Install safety sideguards for all large/heavy vehicles.



Information Technology Infrastructure

- Technology is a major tool in the work DPW performs for the city. It helps capture information about recycling, vehicle locations, parking enforcement, and a myriad of other data points. DPW, with OCTO, is piloting an innovative Enterprise Services Architecture (ESA) – a central data hub – to link inter- and intra-agency information to improve overall work efficiency.
- This architecture is a pilot for the entire District government. Through ESA, DPW will be able to access, analyze and manage its own internal or intra-agency information as well as that from other DC agencies. The first steps to implement the Enterprise Services Architecture are being taken now, including process mapping all DPW operations and administrative functions.
- This upcoming year the agency will implement several IT initiatives to include the following:
 - New Automatic Vehicle Location System to be in place for the next snow season.
 - Database systems enhancements to allow our systems to communicate with one another.
 - Integrate Salesforce 311 to enhance management of grounds maintenance, waste diversion and SWEEP services.

Public Engagement and Rebranding

- The ability to publicize and effectively communicate information is essential to the success of any organization. For DPW and our customers, this is vital.
- The District's population growth in the past 10 years means there are tens of thousands of new residents using our municipal services. For them to get the most benefit from these services, and avoid the pitfalls of enforcement actions when they don't, we are obligated to mount a comprehensive and wide-reaching communications program.
- To that end, we are taking the following steps to:
 - Develop an inclusive communications plan that considers the needs of our customer base of residents, businesses and visitors and how they use our services.
 - Initiate a rebranding process to spark the public's imagination about our work and the importance of being our partner in the District's growth.
 - Engage with the public, using multiple forms of social, electronic and traditional media, and one-on-one and group outreach to create a shared understanding of DPW services.
- Our population is growing at an ever-increasing rate, and we will need to continually educate new residents about our services, as well as meet ever expanding expectations and demands on resources.



Conclusion

- This concludes my testimony. I want to thank Mayor Bowser for her confidence in me and for proposing a budget that will allow DPW to put residents firmly on the pathway to the middle class.

