

F

Public Works

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Department of Public Works

www.dpw.dc.gov

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Description	FY 2010 Actual	FY 2011 Approved	FY 2012 Proposed	% Change from FY 2011
Operating Budget	\$159,759,630	\$122,987,473	\$125,806,560	2.3
FTEs	1,433.1	1,428.8	1,340.9	-6.2

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

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.

The agency's FY 2012 proposed budget is presented in the following tables:

FY 2012 Proposed Gross Funds Operating Budget, by Revenue Type

Table KT0-1 contains the proposed FY 2012 agency budget compared to the FY 2011 approved budget. It also provides the FY 2009 and FY 2010 actual expenditures.

Table KT0-1
(dollars in thousands)

Appropriated Fund	Actual FY 2009	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011	Percent Change*
General Fund						
Local Funds	127,375	119,211	96,441	97,219	778	0.8
Special Purpose Revenue Funds	5,846	5,527	5,470	5,862	392	7.2
Total for General Fund	133,220	124,738	101,911	103,081	1,170	1.1
Intra-District Funds						
Intra-District Funds	25,706	35,022	21,076	22,725	1,649	7.8
Total for Intra-District Funds	25,706	35,022	21,076	22,725	1,649	7.8
Gross Funds	158,926	159,760	122,987	125,807	2,819	2.3

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to Schedule 80 Agency Summary by Revenue Source in the FY 2012 Operating Appendices located on the Office of the Chief Financial Officer's website.

FY 2012 Proposed Full-Time Equivalents, by Revenue Type

Table KT0-2 contains the proposed FY 2012 FTE level compared to the FY 2011 approved FTE level by revenue type. It also provides FY 2009 and FY 2010 actual data.

Table KT0-2

Appropriated Fund	Actual FY 2009	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011	Percent Change*
General Fund						
Local Funds	1,317.8	1,266.0	1,223.8	1,135.9	-88.0	-7.2
Special Purpose Revenue Funds	176	18.6	25.0	26.0	1.0	4.0
Total for General Fund	1,335.4	1,284.6	1,248.8	1,161.9	-87.0	-7.0
Intra-District Funds						
Intra-District Funds	142.1	148.5	180.0	179.0	-1.0	-0.6
Total for Intra-District Funds	142.1	148.5	180.0	179.0	-1.0	-0.6
Total Proposed FTEs	1,477.4	1,433.1	1,428.8	1,340.9	-88.0	-6.2

FY 2012 Proposed Operating Budget, by Comptroller Source Group

Table KT0-3 contains the proposed FY 2012 budget at the Comptroller Source Group (object class) level compared to the FY 2011 approved budget. It also provides FY 2009 and FY 2010 actual expenditures.

Table KT0-3
(dollars in thousands)

Comptroller Source Group	Actual FY 2009	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011	Percent Change*
11 - Regular Pay - Cont Full Time	60,555	64,196	64,083	60,991	-3,092	-4.8
12 - Regular Pay - Other	7,550	7,905	5,552	6,808	1,256	22.6
13 - Additional Gross Pay	3,796	2,241	1,244	1,316	72	5.8
14 - Fringe Benefits - Curr Personnel	15,774	17,218	15,719	15,279	-440	-2.8
15 - Overtime Pay	6,442	6,341	3,708	3,565	-143	-3.9
Subtotal Personal Services (PS)	94,116	97,901	90,306	87,959	-2,346	-2.6
20 - Supplies and Materials	5,035	3,815	3,220	6,424	3,204	99.5
30 - Energy, Comm. and Bldg Rentals	11,731	13,571	0	0	0	N/A
31 - Telephone, Telegraph, Telegram, Etc	908	983	0	0	0	N/A
32 - Rentals - Land and Structures	966	1,520	0	0	0	N/A
33 - Janitorial Services	406	670	0	0	0	N/A
34 - Security Services	3,725	1,963	0	0	0	N/A
35 - Occupancy Fixed Costs	251	764	0	0	0	N/A
40 - Other Services and Charges	18,550	21,133	14,695	14,425	-269	-1.8
41 - Contractual Services - Other	18,538	13,695	13,537	15,235	1,698	12.5
50 - Subsidies and Transfers	600	1,250	0	0	0	0
70 - Equipment and Equipment Rental	4,100	2,496	1,230	1,763	533	43.4
Subtotal Nonpersonal Services (NPS)	64,810	61,859	32,682	37,847	5,165	15.8
Gross Funds	158,926	159,760	122,987	125,807	2,819	2.3

*Percent change is based on whole dollars.

Division Description

The Department of Public Works (DPW) operates through the following 5 divisions:

Solid Waste Management - performs a number of daily operations, including trash, recycling, and bulk collections; sanitation education and enforcement; graffiti removal; public litter can service; fall leaf collection; and street and alley cleaning.

This division contains the following 4 activities:

- **Enforcement of Sanitation Regulations** - inspects properties for sanitation violations; enforces sanitation regulations, including commercial recycling; educates residents and businesses about sanitation regulations; collects household hazardous waste and electronic materials; and shreds residents' personal documents;
- **Public Space Cleaning** – provides comprehensive street and alley cleaning services to residents, visi-

tors, and businesses so that they can live, work, and play in clean neighborhoods. Specific services include mechanical street sweeping, litter can collections, rights-of-way mowing, nuisance and graffiti abatement, seasonal leaf collection, and snow and ice removal;

- **Sanitation Collection and Removals** – provides solid waste (trash, recycling, and bulk) collection services to residents of single-family homes and buildings with no more than three dwelling units so that they can have their trash, recyclables, and bulk items removed conveniently and regularly; and
- **Sanitation Disposal** – provides municipal waste disposal services to DPW, other District agencies, private haulers, and residents so that they can dispose of waste safely, conveniently, and legally.

Parking Enforcement Management - provides on-street parking enforcement services, including ticketing, towing, booting, and removal of abandoned and dangerous vehicles.

This division contains the following 3 activities:

- **Parking Regulations Enforcement** – provides parking enforcement of the District's parking regulations to promote vehicular safety and provide smooth traffic flow and increased access to short-term parking at meters and long-term parking on residential streets;
- **Towing** – provides reduced parking congestion in the District by facilitating the timely relocation and/or impoundment of illegally parked vehicles from public space; and
- **Abandoned and Junk Vehicles** – provides the oversight of safe streets through the efficient removal of abandoned and dangerous vehicles from public space and nuisance properties within the District.

Fleet Management - supports all city services by procuring and maintaining more than 3,000 vehicles, excluding those used by the Metropolitan Police Department, the Fire and Emergency Medical Services Department, the Department of Corrections, and DC Public Schools. This division fuels all 6,000 District government vehicles, including school buses, fire and trash trucks, and street sweepers.

This division contains the following 5 activities:

- **Fleet Consumables** – provides most District agencies with operational fueling stations; procures fuel, oil, and other lubricants; and installs fuel rings;
- **Scheduled Fleet Maintenance** – performs preventive maintenance actions, including changing oil and filters and checking tires, engines, batteries, and transmissions; and prepares vehicles for seasonal and year-round duties (alley cleaning, snow removal, leaf collection, pothole repair, etc);
- **Unscheduled Vehicle and Equipment Repairs** – tows inoperable vehicles, diagnoses why vehicles are not operating properly, and makes the necessary repairs or transfers vehicles to vendors for return to service;
- **Vehicle and Equipment Acquisitions** – consults with District government agencies about vehicle needs, ensures these agencies have sufficient budget authority to meet their needs, procures vehicles, and reduces unnecessary vehicles from the fleet; and
- **Fleet Administrative Support** - provides administrative and managerial personnel and nonpersonal services support for the District-wide fleet operations. This includes, but is not limited to, uniform rentals, office supplies, information technology acquisitions, as well as information technology Software Maintenance/License renewals.

Agency Management - provides for administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using division-based budgeting.

Agency Financial Operations – provides comprehensive and efficient financial management services to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using division-based budgeting.

Division Structure Change

The Department of Public Works has no program structure changes in the FY 2012 Proposed Budget.

FY 2012 Proposed Operating Budget and FTEs, by Division and Activity

Table KT0-4 contains the proposed FY 2012 budget by division and activity compared to the FY 2011 approved budget. It also provides the FY 2010 actual data.

Table KT0-4

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011
(1000) Agency Management								
((1010) Personnel	895	727	755	28	5.2	6.4	6.9	0.6
(1015) Training and Employee Development	542	519	464	-56	3.4	3.4	3.0	-0.4
(1017) Labor Management Partnerships	91	51	117	66	1.4	0.4	1.0	0.6
(1020) Contracting and Procurement	740	949	592	-358	9.2	8.4	6.0	-2.4
(1030) Property Management	15,046	10,559	10,192	-367	6.2	6.4	6.0	-0.4
(1040) Information Technology	3,081	1,712	1,470	-242	13.4	11.4	11.0	-0.4
(1055) Risk Management	480	524	362	-161	3.4	4.4	3.0	-1.4
(1060) Legal	48	51	0	-51	0.4	0.4	0.0	-0.4
(1080) Communications	352	373	360	-13	4.9	3.9	4.0	0.1
(1085) Customer Service	79	86	0	-86	1.0	1.0	0.0	-1.0
(1090) Performance Management	421	610	1,352	743	2.4	5.4	10.0	4.6
(SNOW) District of Columbia Snow Program	0	0	5,230	5,230	0.0	0.0	1.0	1.0
Subtotal (1000) Agency Management	21,774	16,160	20,894	4,734	51.2	51.8	51.9	0.0
(100F) Agency Financial Operations								
(110F) Budget Operations	2,065	385	601	217	5.0	3.0	5.0	2.0
(120F) Accounting Operations	1,960	1,557	1,328	-229	20.8	19.0	16.0	-3.0
(130F) ACFO	1,256	1,339	1,553	214	11.0	11.0	12.0	1.0
Subtotal (100F) Agency Financial Operations	5,280	3,281	3,482	201	36.8	33.0	33.0	0.0
(4000) Fleet Management								
(4010) Fleet Consumables	14,064	1,185	1,149	-36	19.4	15.0	9.0	-6.0
(4020) Scheduled Fleet Maintenance	6,988	762	1,234	472	70.5	5.0	13.0	8.0
(4030) Unscheduled Vehicle and Equipment Repairs	5,244	12,392	7,685	-4,707	33.2	114.0	73.0	-41.0
(4040) Vehicle and Equipment Acquisitions	1,462	1,532	4,987	3,454	6.6	8.0	14.0	6.0
(4050) Fleet Administrative Support	0	0	3,439	3,439	0.0	0.0	33.0	33.0
Subtotal (4000) Fleet Management	27,758	15,871	18,494	2,623	129.8	142.0	142.0	0.0
(5000) Parking Enforcement Management								
(5010) Parking Regulations Enforcement	21,038	19,366	18,617	-749	317.7	310.0	298.0	-12.0
(5020) Towing	4,331	3,728	3,778	51	50.4	59.0	58.0	-1.0
(5030) Abandoned and Junk Vehicles	2,331	2,221	1,188	-1,032	24.7	30.0	13.0	-17.0
Subtotal (5000) Parking Enforcement Management	27,701	25,314	23,584	-1,730	392.8	399.0	369.0	-30.0

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Table KTO-4 (Continued)

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011	Actual FY 2010	Approved FY 2011	Proposed FY 2012	Change from FY 2011
(6000) Solid Waste Management								
(6010) Enforcement of Sanitation Regulations	5,834	5,104	3,857	-1,246	84.7	60.0	35.0	-25.0
(6020) Public Space Cleaning	36,313	25,349	23,736	-1,613	397.9	396.0	380.0	-16.0
(6030) Sanitation Collections and Removals	21,837	18,896	18,115	-781	278.3	286.0	274.0	-12.0
(6040) Sanitation Disposal	13,663	13,013	13,644	631	61.8	61.0	56.0	-5.0
Subtotal (6000) Solid Waste Management	77,647	62,362	59,353	-3,009	822.7	803.0	745.0	-58.0
No Activity Assigned	-400	0	0	0	0.0	0.0	0.0	0.0
Subtotal	-400	0	0	0	0.0	0.0	0.0	0.0
Total Proposed Operating Budget	159,760	122,987	125,807	2,819	1,433.2	1,428.8	1,340.9	-88.0

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Note: For more detailed information regarding the proposed funding for the activities within this agency's Divisions, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2012 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2012 Proposed Budget Changes

Intra-Agency Adjustments: The personal services portion of DPW increased by \$1,376,000 due to annual increases in step and fringe benefits. Supplies and equipment were also increased by \$326,000 and \$463,000, respectively. The agency absorbed these costs through reductions to Additional Gross Pay by \$809,000, Overtime by \$198,000, Other Services and Charges by \$35,000 and Contractual Services by \$1,123,000. In addition, 15.9 FTEs were reduced.

Cost Increase: To continue DPW's ability to operate efficiently and to maintain a clean city for its citizens, a policy decision was made to provide \$400,000 for Additional Gross Pay and \$300,000 for the Sweeper-cam contract. The agency's citywide fleet and solid waste management services intra-District budget increased by a net \$1,649,192 over FY 2011.

Shift: A portion of DPW's Special Purpose Revenue (SPR) funds were shifted to Local funds. This shift included \$370,891 and 4.0 FTEs.

Transfer Out: DPW's Local fund budget decreased by \$397,334 due to a transfer of the information technology assessment to Office of the Chief Technology Officer (OCTO).

Cost Savings: The operations of the Department of Public Works were reviewed in 2011. In an effort to achieve efficiency and provide adequate services to the people of the District of Columbia, DPW eliminated 69.1 FTEs and realized a cost savings of \$4,190,976. Also, DPW shifted \$575,989 and 8.0 FTEs from local funds to SPR to support the activities of the agency.

Transfer In: The District Department of Transportation (DDOT) and DPW work in conjunction to manage snow cleaning efforts within the District. Beginning in FY 2012, DPW will retain a majority of the funding for snow cleaning efforts. This decision resulted in a shift of \$5,322,454, which includes the transfer of 1.0 FTE, from DDOT to DPW.

Protected Programs: A clean city with a superior public works program is one of the District's highest priorities, and the proposed cost savings will not affect DPW's ability to perform its core services. The trash and recycling collection, nuisance abatement, street sweeping, and leaf removal programs will remain at the same exceptional level in FY 2012. Focused litter control programs in Adams Morgan, the U Street Neighborhood, and the H Street Corridor will continue, and the graffiti removal program remains strong.

Fleet Administration will continue to operate at full capacity, providing preventive and unscheduled maintenance, fuel management, and vehicle acquisition. The fleet share program, which allows District agencies to share vehicles for work activities, will continue in FY 2012.

FY 2011 Approved Budget to FY 2012 Proposed Budget, by Revenue Type

This table KT0-5 itemizes the changes by revenue type between the FY 2011 approved budget and the FY 2012 proposed budget.

Table KT0-5

(dollars in thousands)

	PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2011 Approved Budget and FTE		96,441	1,223.8
Cost Increase: Increase in personal services for step increase and fringe benefits	Multiple Programs	1,376	-15.9
Cost Decrease: Decrease in Additional Gross Pay	Multiple Programs	-809	0.0
Cost Decrease: Decrease agency Overtime	Multiple Programs	-198	0.0
Cost Increase: Increase in Supplies	Multiple Programs	326	0.0
Cost Decrease: Decrease in Other Services and Charges	Multiple Programs	-35	0.0
Cost Decrease: Decrease in Contractual Services	Multiple Programs	-1,123	0.0
Cost Increase: Increase in Equipment	Multiple Programs	463	0.0
FY 2012 Initial Adjusted Budget		96,441	1,207.9
Transfer In: Snow program from DDOT	Agency Management	5,322	1.0
Cost Increase: Increase in Contracts	Solid Waste Management	300	0.0
Cost Decrease: Decrease in Personal Services and elimination of FTEs	Solid Waste Management	-2,512	-43.9
Transfer Out: Transfer Local portion of the IT Assessment to OCTO	Agency Management	-397	0.0
Shift: Special Purpose Revenue Funds	Parking Enforcement Management	371	4.0
Cost Increase: Increase in Additional Gross Pay	Multiple Programs	400	0.0
Cost Decrease: Decrease in administrative cost	Agency Management	-451	0.0
Shift: Personal Services cost and FTEs to SPR	Solid Waste Management	-576	-8.0
Cost Decrease: Decrease in Personal Services and eliminate FTEs	Parking Enforcement Management	-1,679	-25.2
LOCAL FUNDS: FY 2012 Proposed Budget and FTE		97,219	1,135.8
SPECIAL PURPOSE REVENUE FUNDS: FY 2011 Approved Budget and FTE		5,470	25.0
Cost Increase: Increase in nonpersonal services cost	Multiple Programs	520	0.0
Cost Decrease: Decrease in personal services cost	Multiple Programs	-333	-3.0
FY 2012 Initial Adjusted Budget		5,657	22.0
Shift: Convert Special Purpose Revenue funds to Local and FTEs	Parking Enforcement Management	-371	-4.0
Shift: Local funds and FTEs to Special Purpose Revenue funds	Solid Waste Management	576	8.0
SPECIAL PURPOSE REVENUE FUNDS: FY 2012 Proposed Budget and FTE		5,862	26.0

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Table KTO-5 (continued)
(dollars in thousands)

	PROGRAM	BUDGET	FTE
INTRA-DISTRICT FUNDS: FY 2011 Approved Budget and FTE		21,076	180.0
Cost Decrease: Personal services cost for share services	Multiple Programs	-97	-1.0
Cost Increase: Increase in nonpersonals services	Multiple Programs	946	0.0
FY 2012 Initial Adjusted Budget		21,925	179.0
Cost Increase: Increase in Other Services and Charges	Solid Waste Management	800	0.0
INTRA-DISTRICT FUNDS: FY 2012 Proposed Budget and FTE		22,725	179.0
Gross for KTO - Department of Public Works		125,807	1,340.9

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Agency Performance Plan

The agency's performance plan has the following objectives for FY 2012:

1. Office of the Director (OD)

Objective 1: Efficiently and effectively manage the resources and operations of the department.

2. 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.

Solid Waste Management Administration (SWMA)

Measure	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Projection	FY 2012 Projection	FY 2013 Projection
Percentage of the District's Gateways, commercial and residential areas rated "clean" or "moderately clean" ¹	90.7%	95.0%	90.8%	95.0%	95.0%	95.0%
Percentage of trash collection routes completed on the scheduled day	99.6%	99.8%	95.1%	99.8%	99.8%	99.8%
Complaint rate for missed trash and yard waste collections per 10,000 residential collections	20	10	16	8	6	6
Complaint rate for missed trash and yard waste collections per 10,000 residential collections (excluding snow season) ²	17	10	14	8	6	6
Cost per ton to collect trash and yard waste ³	\$199.79	\$180.00	\$169.20	\$165.00	\$165.00	\$165.00
Percentage of residential recycling collection routes completed on the scheduled day	99.9%	99.8%	95.1%	99.8%	99.8%	99.8%
Complaint rate for missed residential recycling collections per 10,000 collections	6	6	4	4	4	4
Cost per ton to collect recyclables ⁴	\$294.30	\$290.00	\$303.33	\$300.00	\$295.00	\$295.00
Residential recycling diversion rate ⁵	24.1%	25.0%	21.7%	30.0%	30.0%	30.0%
Percentage sanitation enforcement requests resolved within 5 business days ⁶	95.2%	95%	68.0%	95.0%	95.0%	95.0%
Percentage of bulk pickup requests collected on day of appointment ⁷	97.9%	99%	90.1%	95.0%	95.0%	95.0%

3. Parking Enforcement Management Administration (PEMA)

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

Parking Enforcement Management Administration (PEMA)

Measure	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Projection	FY 2012 Projection	FY 2013 Projection
Percentage of Residential Parking Permit (RPP) program blocks covered by daily enforcement	21.3%	60.0%	23.6%	75.0%	80.0%	85.0%
Percentage of call-in requests for Residential Parking Permit (RPP) enforcement responded to within 4 hours	New Measure	98.0%	95.3%	98.0%	98.0%	98.0%
Percentage of general enforcement requests responded to within 4 hours	New Measure	98%	94.6%	98%	98%	98%
Cost per ticket issued (measured by Personnel Services/# of tickets)	\$11.15	Not Available	\$13.81	\$14.50	\$14.50	\$14.50
Percentage improvement in productivity of PEOs utilizing a Segway or bicycle (# of tickets written in FY 2009 = 154,554).	Baseline	Not Available	Not Available	10%	15%	15%
Percentage reduction in fuel usage by the Parking Control Division compared to FY 2009 baseline (Gallons used in FY 2009 = 66,742.90)	Baseline	Not Available	Not Available	5%	10%	15%
Percentage of parking tickets upheld	96%	95%	98.0%	99%	99%	99%
Percentage of challenged parking tickets upheld by adjudication	54%	38.8%	46.2%	90%	90%	90%
Percentage of reported abandoned vehicles on public space resolved within 5 business days	80.8%	90%	86.9%	90%	90%	90%

PEO: Parking Enforcement Officer

4. Fleet Management Administration (FMA)

Objective 1: Ensure that at least 95 percent of mission critical equipment will be available to all agencies, while reducing the environmental impact of the District’s fleet.

Fleet Management Administration (FMA)

Measure	FY 2009 Actual	FY 2010 Target	FY 2010 Actual	FY 2011 Projection	FY 2012 Projection	FY 2013 Projection
Percentage of mission critical fleet maintained by DPW available for daily operations	100.0%	95.0%	96.6%	95.0%	95.0%	95.0%
Percentage citywide compliance with preventive maintenance appointments	76%	90.0%	66.7%	90.0%	90.0%	90.0%
Percentage agency compliance with preventive maintenance appointments	New Measure	90.0%	83.5%	90.0%	90.0%	90.0%
Percentage light vehicle maintenance (excluding engine, transmission and body work) completed within 24 hours	83.2%	95.0%	72.3%	95.0%	95.0%	95.0%
Percentage of mechanics with at least one ASE or professional certification	28.0%	25.0%	47.2%	55%	55%	55%
Percentage reduction of unleaded fuel usage (Gallons used in FY 2009 = 2,612,646.54)	New Measure	Not Available	23%	23%	25%	25%
Percentage increase in alternative fuel consumed (FY 2009 baseline = 225,099.41)	Baseline year	New Measure	9.0%	12.0%	20.0%	23.0%

ASE: Automotive Service Excellence

Performance Plan Endnotes:

1. The Clean City Ratings grade the level of cleanliness of the major corridors/interstate highways, high visibility communities, residential streets and alleys and industrial areas within the Wards on a scale of 1 to 4, with 1 being the best rating (clean) and 4 being the worst rating (hazardous).
2. Accounting for record setting snowfall is a common practice throughout the country. (*Municipal Benchmarks* by D.A. Ammons, 2001, pp. 401-402)
3. The FY 2010 cost per ton is calculated from accounting system of record data and data reports through July 31, 2010. The calculations are for trash collection only and do not include vehicle replacement or disposal costs.
4. The FY 2010 cost per ton is calculated from accounting system of record data and data reports through July 31, 2010. The calculations are for recyclable collection only and do not include vehicle replacement or processing costs.
5. The diversion rate represents the portion of total discarded materials collected by DPW that is diverted from disposal through recycling. It is calculated by dividing the weight of DPW collected recyclables by the weight of DPW collected refuse and recyclables. According to WasteAge, a 25 percent recycling diversion rate is common for many cities, although recycling programs vary by jurisdiction. http://wasteage.com/mag/waste_recyclings_rising_rates/
6. Outcome is affected by system issues with 311.
7. Web portal should have a positive impact on the ratio.