Public Agency Performance Management for Improved Service Delivery in the Digital Age

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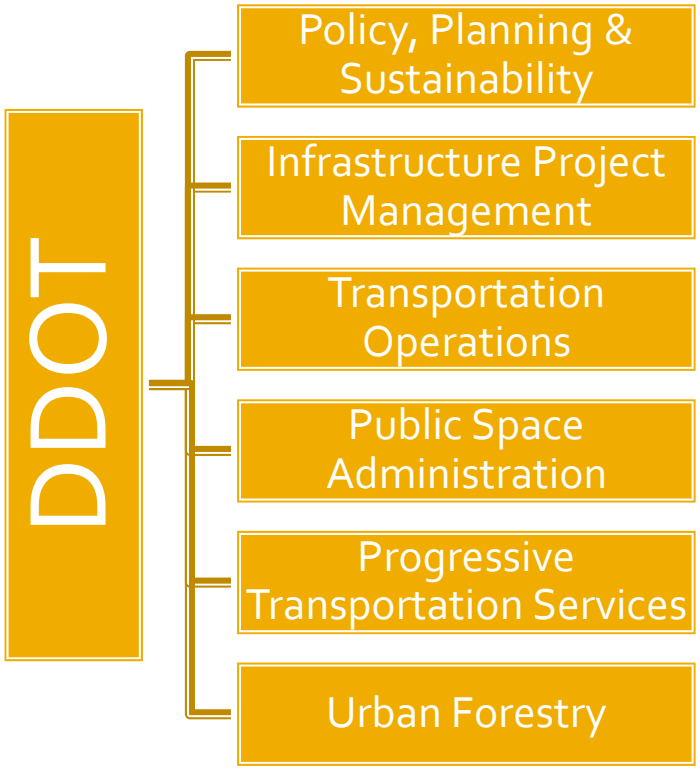
Presentation Overview

- Background
- "Perception Gap"
- DDOT Strategies to Deal with Perception Gap
- Results
- Conclusion
- Question & Answers

Background

DDOT Structure

- **State + Municipal DOT**
- **900 employees**
- **9 facilities**
- **80%+ Union**



Policy, Planning, Research, Programming

Design, Construction

Maintenance, Operations

Permitting, Inspection

Maintenance, Operations (Transit)

Planting, Maintenance

DDOT's Customers

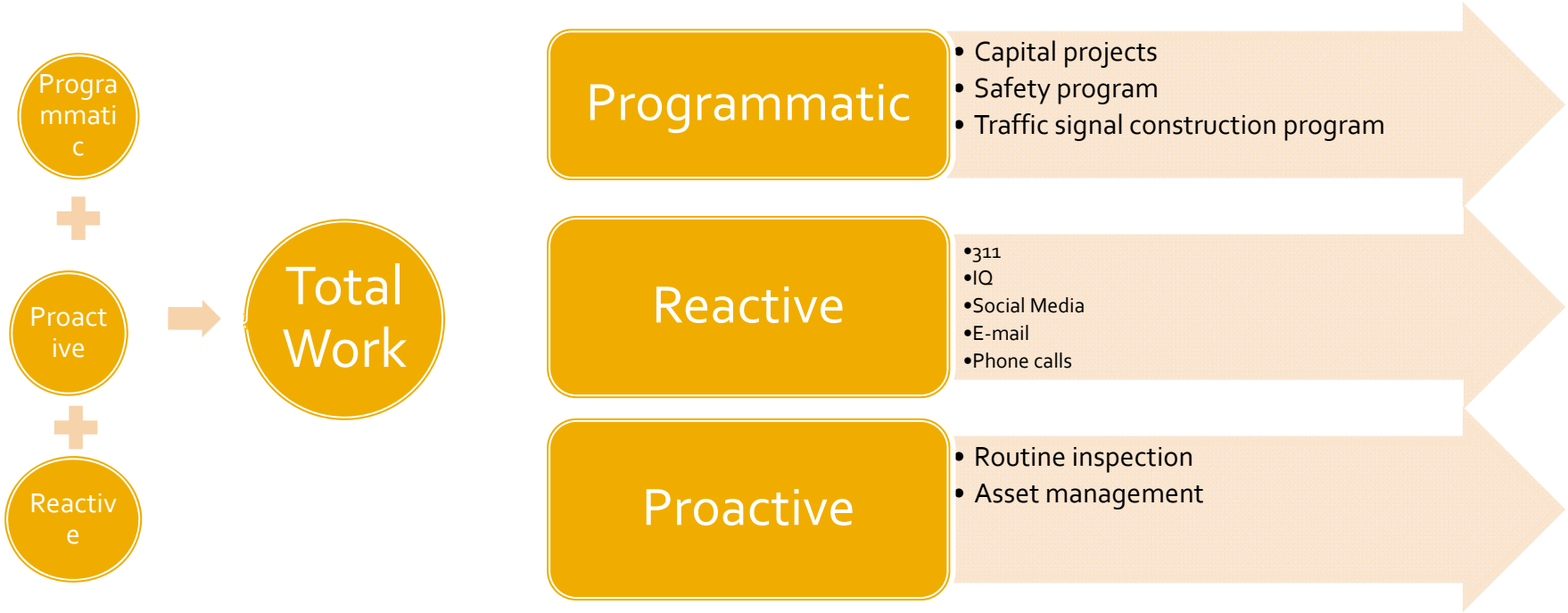
- 650,000 residents, 500,000 daily commuters, 125,000 daily visitors
- Highest median household income
- 2nd highest penetration of smart phones
- Multimodal and shared transportation - Capital Bikeshare, car share, Car2go
- Smartphone based interface with transportation system – pay by cell, See-Click-Fix, QR code based service request, uber,

DC's Transportation Assets

- 1100 miles of roadway
- 241 bridges
- 1600 miles of sidewalk
- 453 miles of alley
- 144,00 trees
- 1600 traffic signals
- 68,000 streetlights
- 16,000 parking meters
- 150 CCTV cameras
- Highway advisory radio
- 271 miles of DDOT owned twisted pair communication backbone

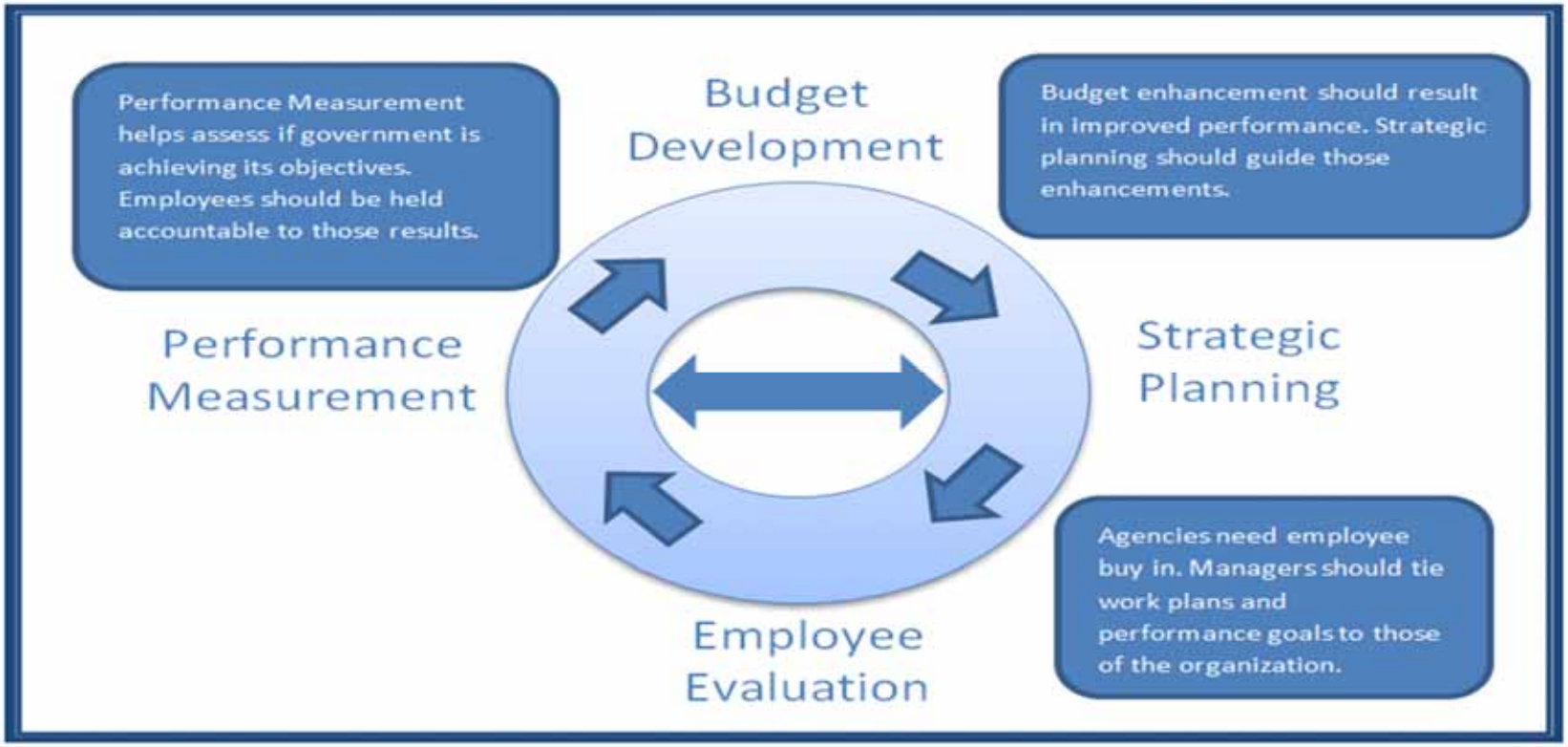
DDOT's transportation assets is valued at $45 B

Sources of Work at DDOT



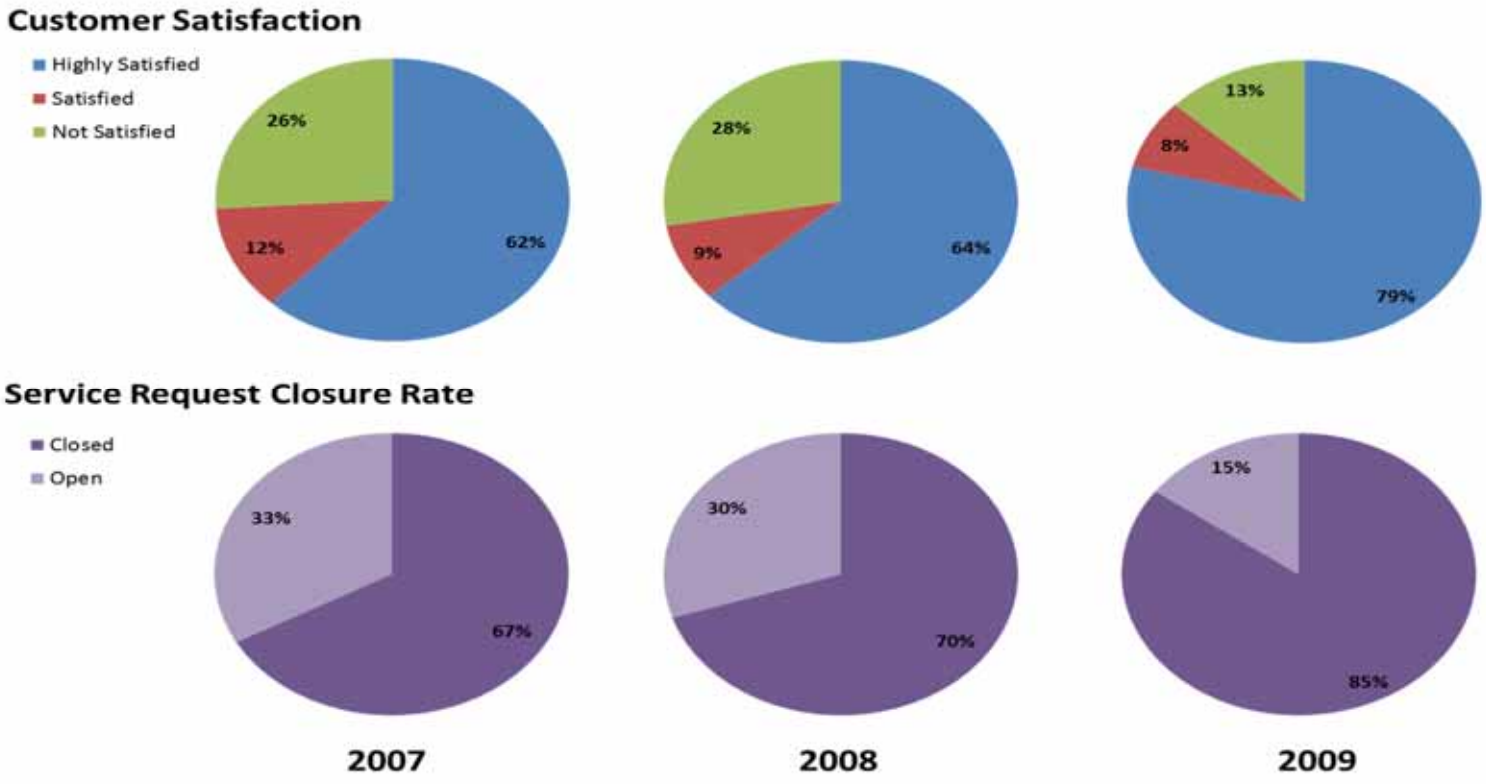
Annual Budget of $480M (excluding $380M to Metro); $150M Federal

Linkages for Effective Performance Management

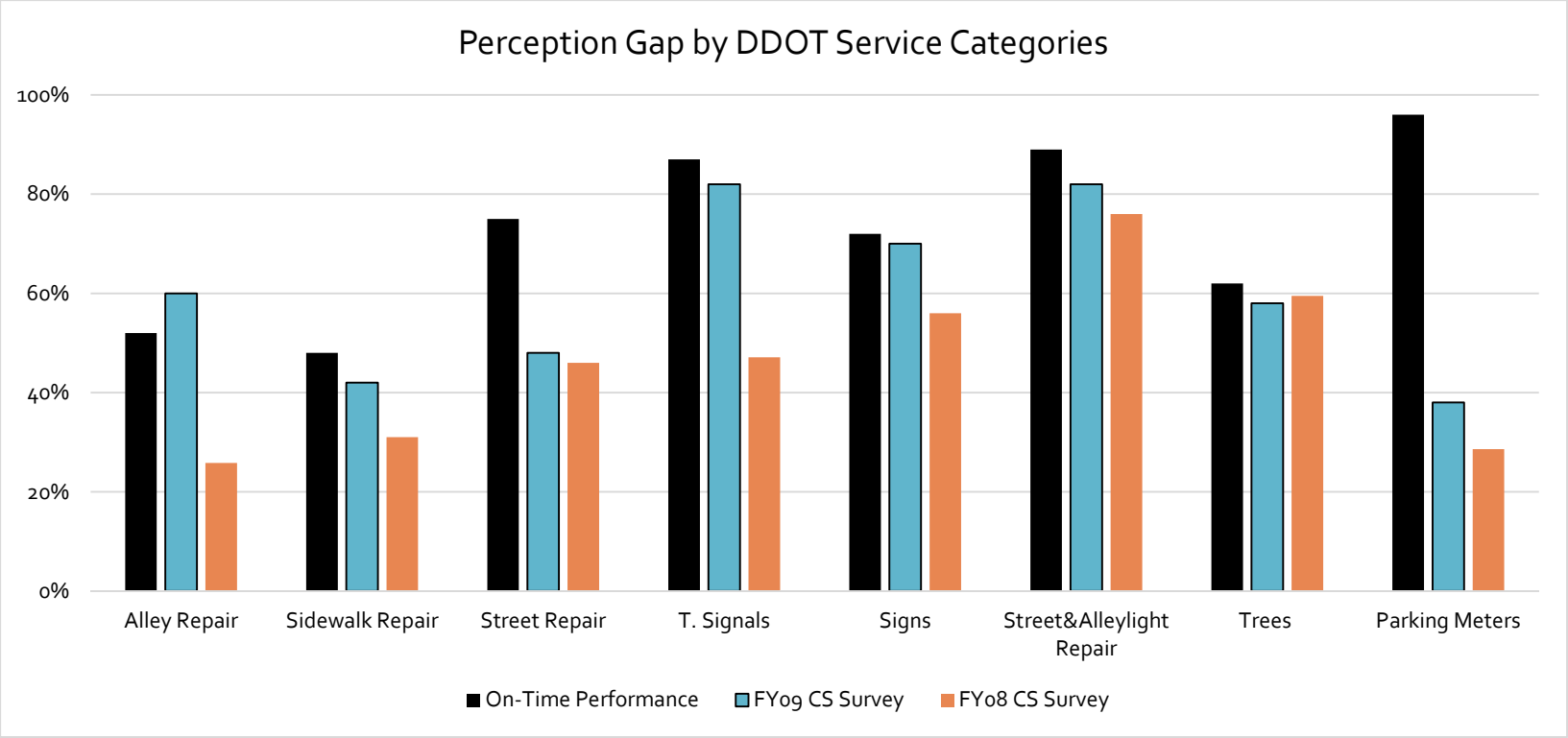


“Perception Gap”

Customer Satisfaction vs. Service Closure Rates



The Perception Gap



Strategy

DDOT's 3R Strategy – Reduce, Rebalance & Re-engineer

STRATEGIES FOR CHANGE

⇒ Culture Shift
- Performance management agency-wide
- Data-based decision making

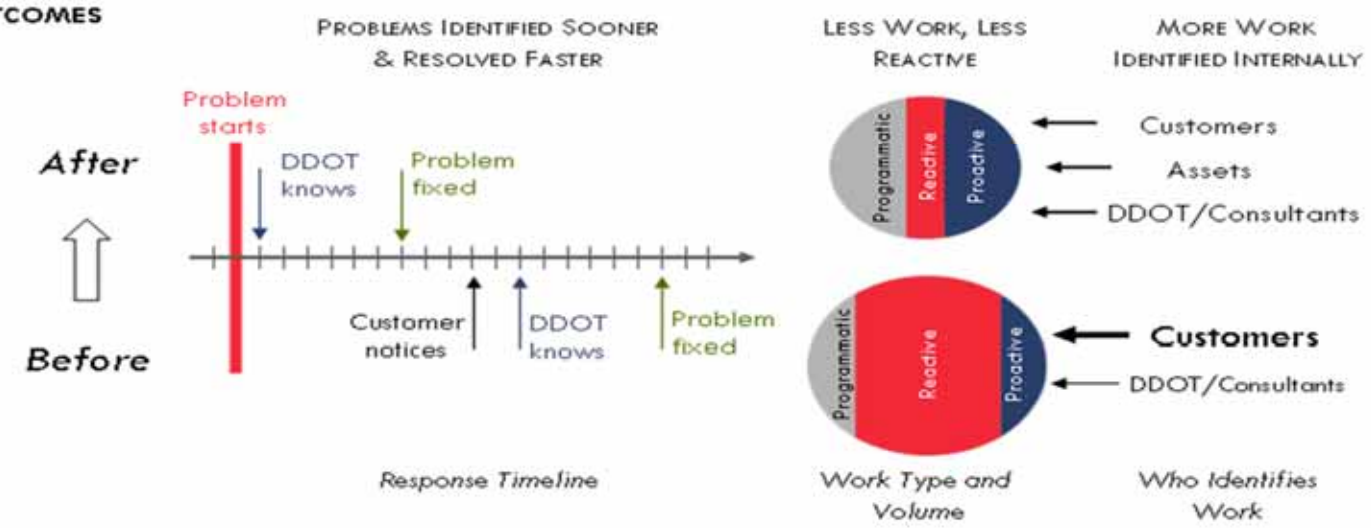
TECHNOLOGY which enables...

⇒ Better Communications
- Social Media
- Call Center
- Transparency via web content

⇒ New Contracts
- Performance-based

⇒ Smarter Assets
- Networked assets
- Real-time asset inventory

OUTCOMES

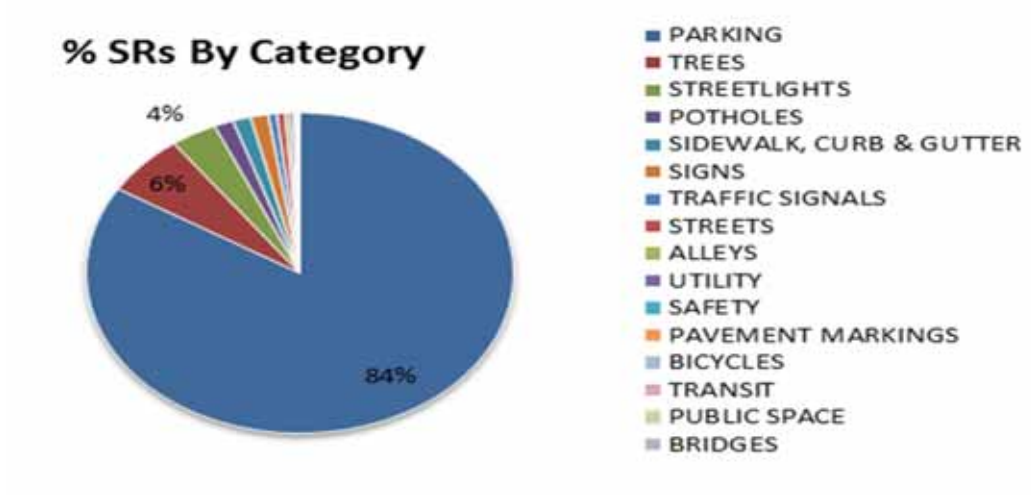


Institutionalizing Performance Management

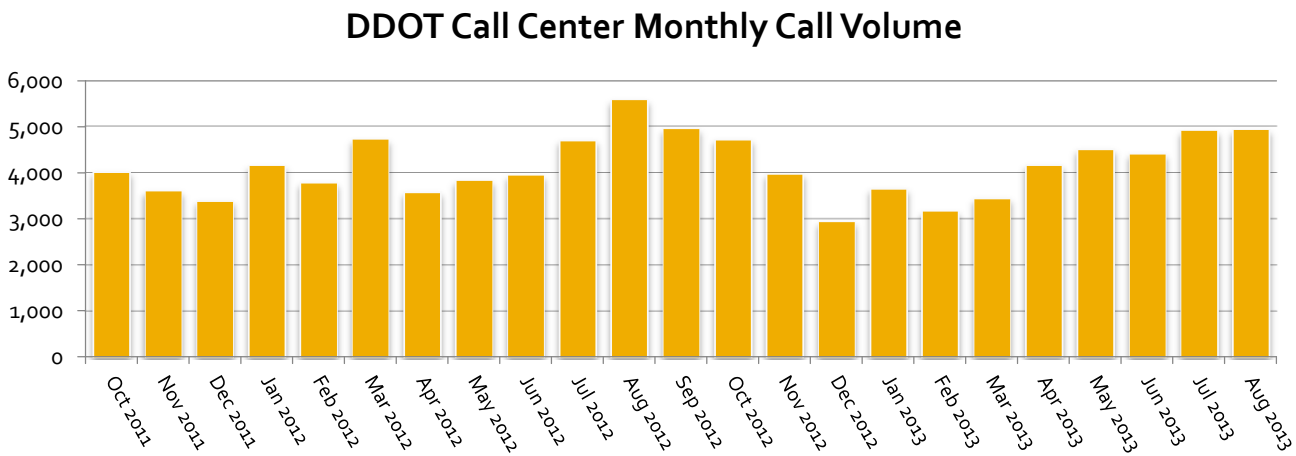
- Cascading goals
- All levels of organization support common goals, objectives, KPI
- Culture shock
  - Storming, norming, conforming, performing

Data –based Decision Making

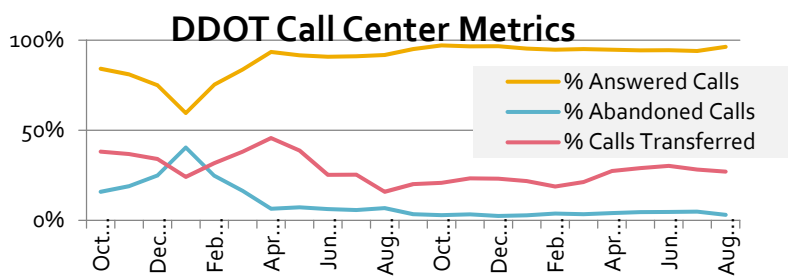
- Data-based decision making
  - Lean six sigma
  - Pareto analysis (80/20 rule)



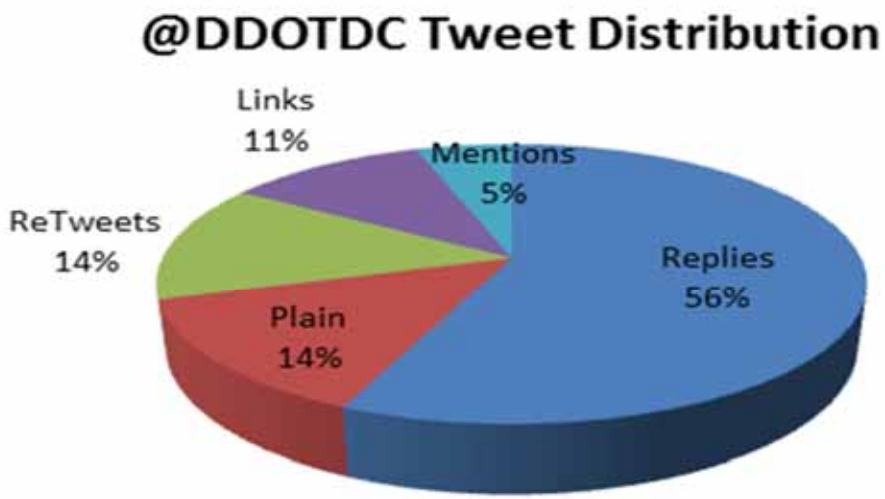
Better Communication - DDOT Call Center



30% of the calls are transferred from 311
Abandonment rate is 4%



Better Communication - Social Media Presence



Potential Reach: ~ *3.3 million*
Outreach: *206 replies per 100 tweets*
Amplification: *124 re-tweets per 100 tweets*

Asset Based Strategies

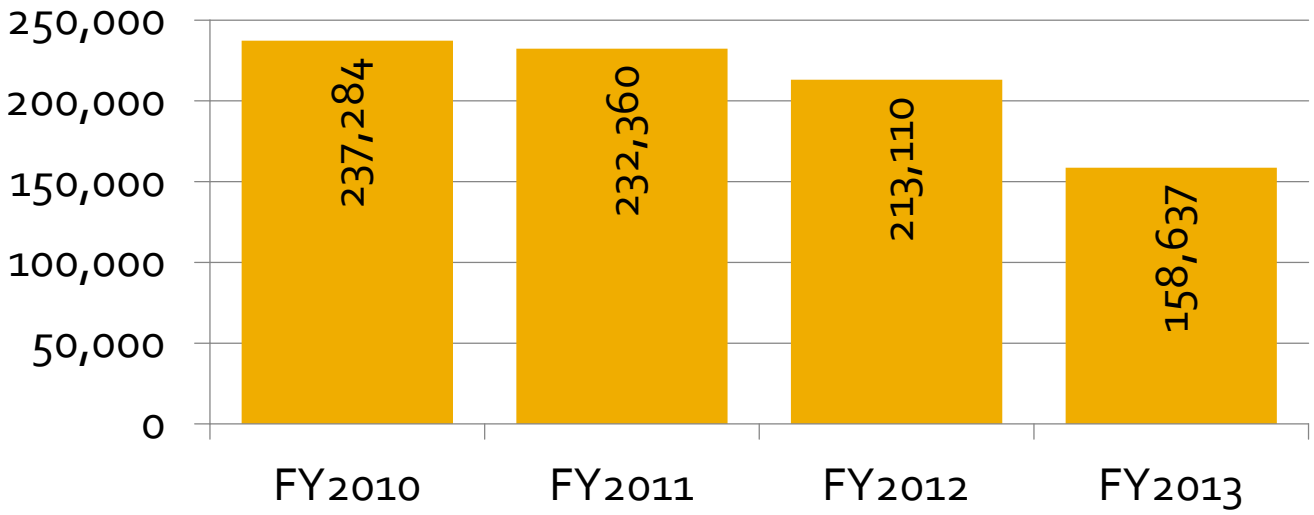
- Migration to smarter/networked assets
  - Better visibility into operational status
  - Proactive maintenance
  - Better uptime
- Real time asset inventory
  - Incorporate asset inventory into standard business process

Performance Based Contracting

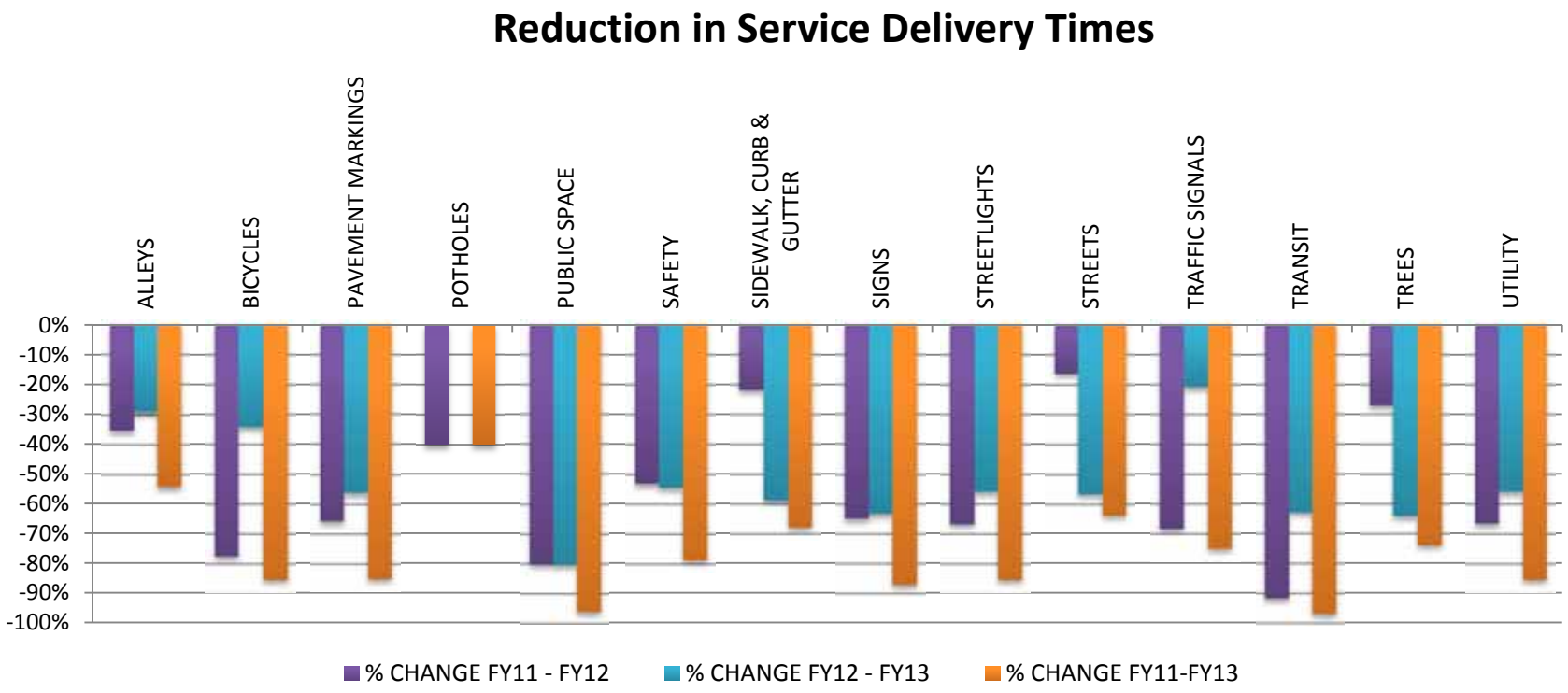
Streetlight	Parking Meter
• Percentage of streetlights functioning properly • Percentage of non-functioning streetlights fixed within required timeframe. Repair timeframe is based on parameters such as type of fault, location, etc. • Percentage of light poles that are vertical • Percentage leaning light poles repaired within timeframe	• Mechanical Meter Operability Rate • Connected Meter Operability Rate • Mean Time to Repair Mechanical • Mean Time to Repair Connected • Mean Time to Repair Multi-space Meter • Meters Operable at Start of Business

Results

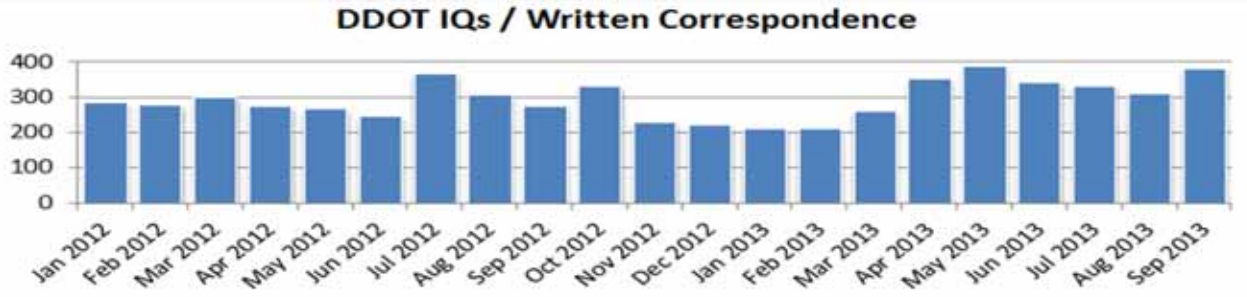
Annual Service Request Trends

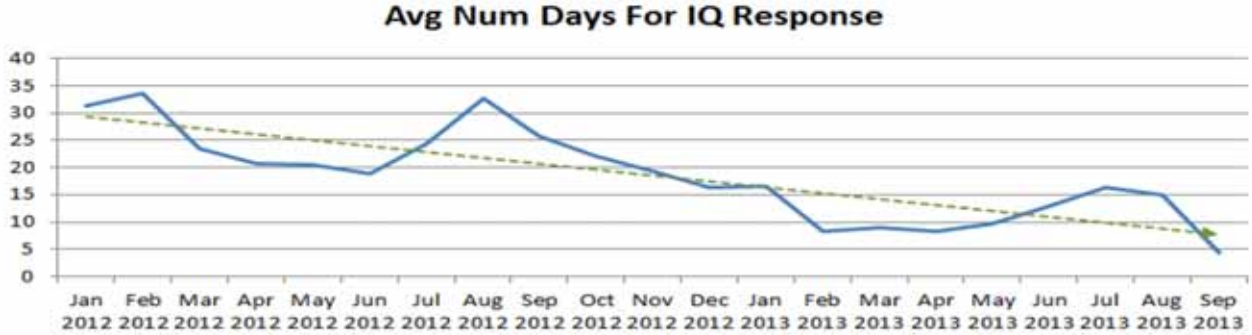


Reduction in Service Delivery Times

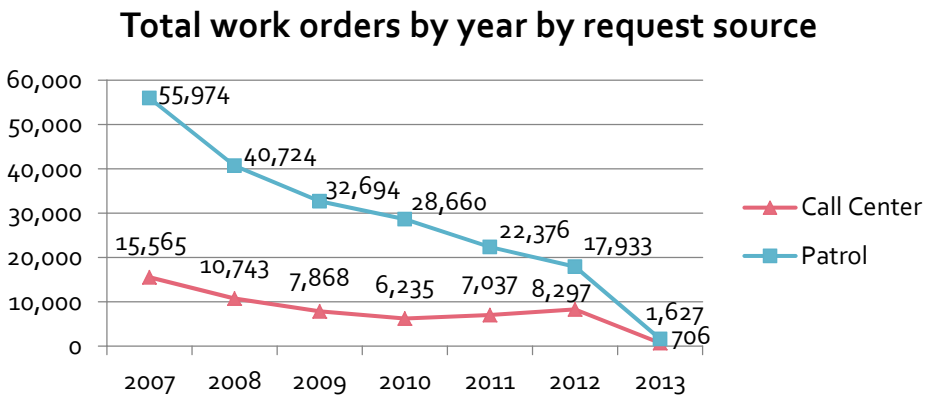


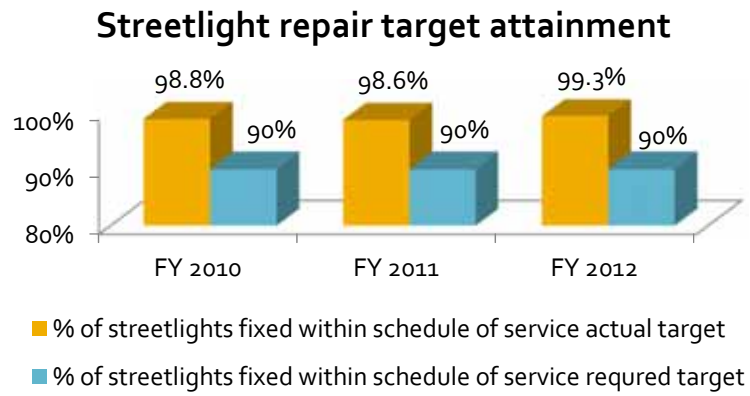
Timeliness of Written Correspondence

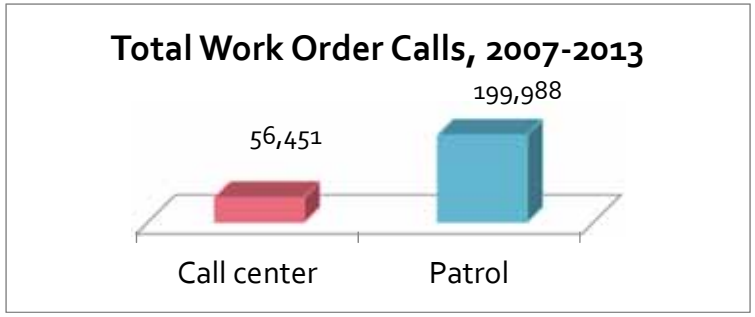




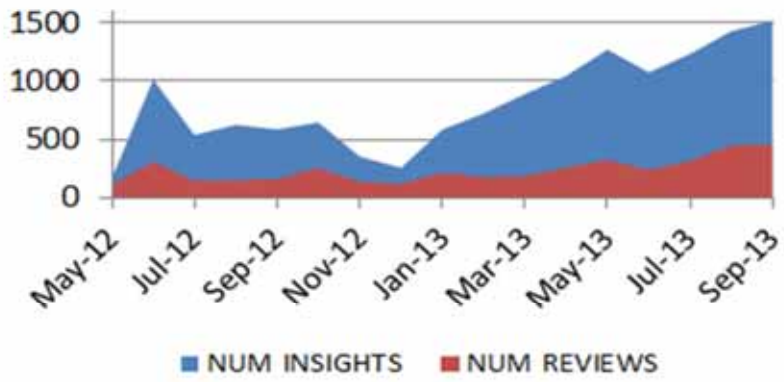
Increase in Proactive Work

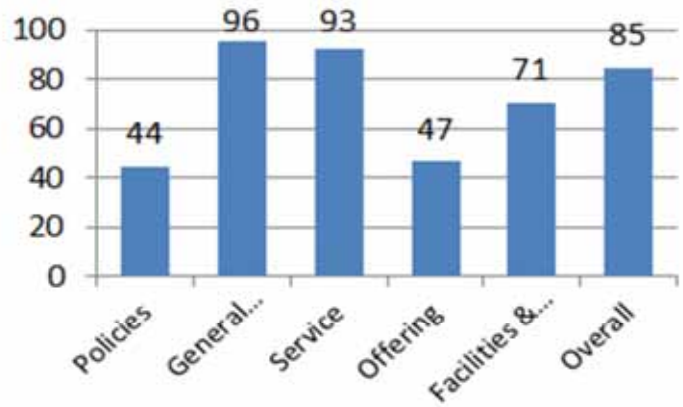






Grade DC





	SEP 2013	AUG 2013	JUL 2013	JUN 2013	MAY 2013	APR 2013	MAR 2013	FEB 2013	JAN 2013	DEC 2012	NOV 2012	OCT 2012	SEP 2012
DDOT	A	A	A	A	A	A	A+	A	A	B+	B+	B+	B+

Conclusion

- Customer expectation not in line with traditional schedule of service
- Agencies forced to "do more" with "same" level of resources
- 3R Strategy – Reduce, Rebalance & Re-engineer has worked well for DDOT
- Executive buy-in is the most critical success factor; uniform application & consistency 2nd

Questions?

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Dey, S.S., Thommana, J and S. Dock. "***Agency Performance Management for Improved Service Delivery in the Digital Age***", ASCE Journal of Management in Engineering, July 2014.