

**DEPARTMENT
NAME** Metro Nashville Public Works

**DEPARTMENT
MISSION** The mission of Metro Nashville Public Works is to provide professional expertise, transportation infrastructure and neighborhood environmental products to people who live, work, travel through or play in Metro Nashville so they can experience clean neighborhoods and safe and efficient transportation.

STRATEGIC GOALS

- Goal One** By 2012, Metro Public Works will demonstrate its commitment to excellence in customer service as evidenced by:
- All customer inquiries and requests will be acknowledged by the next working day.
 - Customer inquiries will be appropriately resolved within 30 days 95% of the time.
- Goal Two** The construction of all sidewalks scheduled for completion before 2012 will be completed before 2012.
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- Goal Three** By 2012, drivers in Metro Nashville will, on average, experience no worsening of traffic congestion or delays notwithstanding the increased land development and corresponding growth of traffic volume, as evidenced by the annual MPO Travel Time Data.
- Goal Four** By the end of 2008, citizens in Metro Nashville will experience a more efficient and environmentally friendly process for the disposal of their waste as evidenced by 25% of municipal solid waste being recycled.

LINES OF BUSINESS

Line of Business One – Purpose Statement

The purpose of the Engineering Line of Business is to provide infrastructure design, review, construction, parking and inspection products to citizens, neighborhoods, Metro departments, developers and their representatives so they can have a variety of options as to their mode of transportation.

LOB One – Key Results

Number of report decisions completed

Number of traffic reports investigated

Number of ITS traffic devices

Number of permits issued

Number of sidewalk linear feet constructed

Number of lane miles paved

On-street parking revenue change year over year

Line of Business Two – Purpose Statement

The purpose of the Right of Way Operations line of business is to provide right of way installation, maintenance and repair products to the public so they can enjoy clean and safe public ways.

LOB Two – Key Results

Percentage of time traffic signals are operational

Percentage of non-regulatory sign repairs appropriately resolved within 30 days

Percentage of customer inquiries appropriately resolved within 30 days

Percentage of property owners adjacent to alleyways which rate alleyways in their neighborhood as functional and unobstructed

Percentage of emergency incidents receiving a response within one hour

Line of Business Three – Purpose Statement

The purpose of the Waste Management Line of Business is to provide waste collection and disposal products to

Nashvillians so they can have environmentally safe and efficient collection and disposal of waste.

LOB Three – Key Results

Number of scheduled trash pick ups in Davidson County

Number of tons of Metro and Contracted Municipal Solid Waste

Tons of recyclables, household hazardous waste and solid waste

Number of educational opportunities provided

Line of Business Four – Purpose Statement

The purpose of the Customer Service Line of Business is to provide informational products to the public and other Metro departments so their requests and inquiries will be acknowledged and responded to in a timely manner.

LOB Four – Key Results

Number of 311, Waste Management and Streets and Roads calls received

Line of Business Five – Purpose Statement

The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers.

PROGRAM

Line of Business Purpose Statement The purpose of the Engineering Line of Business is to provide infrastructure design, review, construction, parking, and inspection products to citizens, neighborhoods, Metro departments, consultants and contractors so they can have a variety of options as to their mode of transportation.

Program Name Consultant Services

Program Purpose Statement The purpose of the Consultant Services program is to provide engineering review to our clients.

Family of Measures: Result Measure(s) Number of report decisions completed (**Key Result**)

Family of Measures: Output Measure(s) Number report decisions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number report decisions requested

Please list measures, if any, for this program that might be determined via a public survey.

Result Measure: % of inspection and review report decisions received by customers on a timely basis

Products Plan review report decisions (*Key Product*)
Engineering consultations
Street number assignments
Street and alley map revisions
Right of way inspection reports

PROGRAM

Line of Business Purpose Statement The purpose of the Engineering Line of Business is to provide infrastructure design, review, construction, parking and inspection products to citizens, neighborhoods, Metro departments, consultants and contractors so they can have a variety of options as to their mode of transportation.

Program Name Traffic Engineering

Program Purpose Statement The purpose of the Traffic Engineering Program is to respond to safety requests.

Family of Measures: Result Measure(s) Number of traffic reports investigated(**Key Result**)

Family of Measures: Output Measure(s) Number of traffic safety issues reported

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Number of modification and installation plans provided

Family of Measures: Demand Measure(s) Number of traffic safety issues demanded

Please list measures, if any, for this program that might be determined via a public survey.

none

Products Traffic reports (*key product*)

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Engineering Line of Business is to provide infrastructure design, review, construction, parking and inspection products to citizens, neighborhoods, Metro departments, consultants and contractors so they can have a variety of options as to their mode of transportation.

Program Name

Intelligent Transportation Systems (ITS)

Program Purpose Statement

The purpose of the Intelligent Transportation System (ITS) Program is to maintain traffic control equipment within the ITS systems.

**Family of Measures: Result
Measure(s)**

Number of ITS traffic devices(**Key Result**)

**Family of Measures: Output
Measure(s)**

Number of traffic devices communicating

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Number of arterial miles integrated into the ITS

**Family of Measures: Demand
Measure(s)**

Number of traffic devices

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

Operational communications devices (*Key product*)

PROGRAM

Line of Business Purpose Statement The purpose of the Engineering Line of Business is to provide infrastructure design, review, construction, parking and inspection products to citizens, neighborhoods, Metro departments, consultants and contractors so they can have a variety of options as to their mode of transportation.

Program Name Right of Way Permit

Program Purpose Statement The purpose of the Right of Way Permit Program is to provide excavation and lane closure permits .

Family of Measures: Result Measure(s) Number of permits issues(**Key Result**)

Family of Measures: Output Measure(s) Number of permits provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of permits demanded

Please list measures, if any, for this program that might be determined via a public survey.

Percentage of permit requests received by customers on a timely basis

Products Lane closure permits (*Key product*)
Excavation permits

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Engineering Line of Business is to provide infrastructure design, review, construction, parking and inspection products to citizens, neighborhoods, Metro departments, consultants and contractors and contractors so they can have a variety of options as to their mode of transportation

Program Name

Sidewalk Construction

Program Purpose Statement

The purpose of the Sidewalk Construction Program is to contract and repair sidewalks.

**Family of Measures: Result
Measure(s)**

Number of sidewalk linear feet constructed (**Key Result**)

**Family of Measures: Output
Measure(s)**

Number of sidewalk linear feet constructed

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Number of sidewalk linear feet installed

**Family of Measures: Demand
Measure(s)**

Number of sidewalk linear feet proposed

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

Sidewalks (*Key product*)
Curb ramps

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Engineering Line of Business is to provide infrastructure design, review, construction, parking and inspection products to citizens, neighborhoods, Metro departments, consultants and contractors so they can have a variety of options as to their mode of transportation.

Program Name

Street Construction

Program Purpose Statement

The purpose of the Street Construction Program is to maintain Davidson County's roadways, alleyways and bikeways

**Family of Measures: Result
Measure(s)**

Number of lane miles paved (**Key Result**)

**Family of Measures: Output
Measure(s)**

Number of lane miles paved

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Number of rehabilitated street lane miles

**Family of Measures: Demand
Measure(s)**

Number of planned lane miles to pave

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

Rehabilitated street lane miles (*Key product*)
Roadways (new laneage)
Bridges
Bicycle route miles
Engineering plans

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Engineering Line of Business is to provide infrastructure design, review, construction, parking, and inspection products to citizens, neighborhoods, Metro departments, consultants and contractors so they can have a variety of options as to their mode of transportation.

Program Name

Parking Program

Program Purpose Statement

The purpose of the Parking Program is to monitor Metro garage operations and monitor on-street parking in Metro Davidson County

**Family of Measures: Result
Measure(s)**

On-street parking revenue change year over year

**Family of Measures: Output
Measure(s)**

On-street parking revenue

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Number of managed off-street parking spaces

**Family of Measures: Demand
Measure(s)**

On-street parking meter maximum revenue

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

Parking spaces
Parking ordinance enforcements
Parking meters

PROGRAM

Line of Business Purpose Statement The purpose of the Right of Way Operations line of business is to provide right of way installation, maintenance and repair products to the public so they can enjoy clean and safe public ways.

Program Name Traffic Signal

Program Purpose Statement The purpose of the Traffic Signal Program is to provide traffic signal installation, maintenance and repair products to the traveling public so they can travel in a system that is well maintained.

Family of Measures: Result Measure(s) Percentage of time traffic signals are operational
(Key Results)

Family of Measures: Output Measure(s) Number of hours signals are operational

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of hours signals are demanded to be operational

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

Operational Signal Hours (*Key Product*)

Maintenance

Signal preventative maintenance actions

Signal relampings

Signal system monitorings

Repair

Conduit repairs

Bulb replacements

Communication cable repairs

Signal system reinstallations

Detector loop/camera repairs

Navigation light repairs

Component repairs

Other

Signal inspections

Signal installations

Detector installations

PROGRAM

Line of Business Purpose Statement The purpose of the Right of Way Operations line of business is to provide right of way installation, maintenance and repair products to the public so they can enjoy clean and safe public ways.

Program Name Traffic Sign and Marking

Program Purpose Statement The purpose of the Traffic Sign and Marking Program is to provide traffic sign and street marking installation, maintenance and repair products to the traveling public so they can travel in a safe traffic system and receive timely and accurate traffic information, instructions and warnings.

Family of Measures: Result Measure(s) Percentage of non-regulatory sign repairs appropriately resolved within 30 days (**Key Result**)

Family of Measures: Output Measure(s) Number of non-regulatory sign repairs

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of non-regulatory sign repairs demanded

Please list measures, if any, for this program that might be determined via a public survey.

Result Measure: % of the traveling public which rate the sign system as meeting their safety and informational needs.

Products

- Sign installations
- Sign repairs (*key product*)
- Post replacements
- Sign removals
- Pavement marking refurbishments
- New pavement marking installations
- Pavement marking removals

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Right of Way Operations line of business is to provide right of way installation, maintenance and repair products to the public so they can enjoy clean and safe public ways.

Program Name

Roadway Maintenance

Program Purpose Statement

The purpose of the Roadway Maintenance Program is to provide roadway and bridge installation, maintenance and repair products to the traveling public so they can travel in right of ways with a minimum of exposures to pavement defects or other hazards.

**Family of Measures: Result
Measure(s)**

Percentage of customer inquiries appropriately resolved within 30 days (**Key Result**)

**Family of Measures: Output
Measure(s)**

Number of customer inquiries completed

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of customer inquiries demanded

Please list measures, if any, for this program that might be determined via a public survey.
none

Products

Pothole repairs
Customer Inquires (*Key product*)
Shoulder repairs
Base failure repairs
Asphalt overlays
Asphalt removals
Guardrail repairs
Guardrail installations
Sidewalk repairs
Ramp repairs
Curb repairs
Street sweepings
Litter removals
Dumpsite cleanups
Graffiti removals
Right of way mowings
Median mowings
Tree removals
Right of way trimmings
Stump removals
Herbicide sprayings
Pauper burials
Banner installations
Banner removals
Greenway constructions
Vacant lot cleanings
Street light installations
Street lighting inspections
Street lighting studies
Street light removals
Material/Supply transactions
Tool transactions
Tire disposals
Gasoline tank disposals
Equipment transports
Material transports

PROGRAM

Line of Business Purpose Statement The purpose of the Right of Way Operations line of business is to provide right of way installation, maintenance and repair products to the public so they can enjoy clean and safe public ways.

Program Name Emergency Response

Program Purpose Statement The purpose of the Emergency Response Program is to provide timely emergency response products to the public so their homeland security is enhanced and their exposure to any man made or natural incident that may pose a threat to their ability to safely travel upon Metro roadways or designated emergency routes is minimized.

Family of Measures: Result Measure(s) Percentage of emergency incidents receiving a response within one hour **(Key Result)**

Family of Measures: Output Measure(s) Number of emergency incident responses

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of emergency incident responses required

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

Debris removals (*Key product*)
Snow removal saltings
Snow removal plowings
Snow removal brine applications
Bio hazard responses
Barricade responses
Pavement hazard responses
Signal outage responses
Regulatory sign responses
Urban search and rescue responses
Special incident responses collaborations (with Police and Fire Department)

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Waste Management Line of Business is to provide waste collection and disposal products to Nashvillians so they can have environmentally safe and efficient collection and disposal of waste.

Program Name

Waste Collection

Program Purpose Statement

The purpose of the Waste Collection Program is to collect waste from Davidson County citizens and business in the Urban Services district

**Family of Measures: Result
Measure(s)**

Number of scheduled trash pick ups in Davidson County

**Family of Measures: Output
Measure(s)**

Number of trash pickups

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Both output measures contain key products

**Family of Measures: Demand
Measure(s)**

Number of trash pick ups scheduled

Please list measures, if any, for this program that might be determined via a public survey.

Result Measure: % of customers which rate their waste collection services satisfactory or better

Products

Residential garbage collections (*Key product*)
Curbside recycling collections (*Key product*)
Brush collections
Dead animal collections
Waste tire collections
Bulk item collections
White goods collections
Dumpster collections
In-house Metro recycling collections
Leaf collections
Christmas tree collections
Neighborhood clean-ups
Downtown recycling collections
Downtown garbage collections

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Waste Management Line of Business is to provide waste collection and disposal products to Nashvillians so they can have environmentally safe and efficient collection and disposal of waste.

Program Name

Waste Disposal

Program Purpose Statement

The purpose of the Waste Disposal Program is to provide an environmentally safe and efficient means to dispose of Municipal Solid Waste in Davidson County.

**Family of Measures: Result
Measure(s)**

Number of tons of Metro and Contracted Municipal Solid Waste

**Family of Measures: Output
Measure(s)**

Number of tons of Metro and Contracted Municipal Solid Waste collected

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of tons of Metro and Contracted Municipal Solid Waste demanded

Please list measures, if any, for this program that might be determined via a public survey.

% of private haulers who rate the disposal facilities as effective and convenient

Products

Disposed waste tonnage (*Key product*)

Waste disposal facilities

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Waste Management Line of Business is to provide waste collection and disposal products to Nashvillians so they can have environmentally safe and efficient collection and disposal of waste.

Program Name

Drop off and Convenience Centers

Program Purpose Statement

The purpose of the Drop Off and Convenience Centers Program is to provide residents of Davidson County with additional opportunities to recycle and dispose of waste

Family of Measures: Result Measure(s)

Tons of recyclables, household hazardous waste and solid waste

Family of Measures: Output Measure(s)

Tons of recyclables, household hazardous waste and solid waste

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Number of hours center is open to public

Family of Measures: Demand Measure(s)

Tons of recyclables, household hazardous waste and solid waste

Please list measures, if any, for this program that might be determined via a public survey.

none

Products

Recycling convenience centers (*Key product*)
Household hazardous waste centers
Recycling drop-off sites

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Waste Management Line of Business is to provide waste collection and disposal products to Nashvillians so they can have environmentally safe and efficient collection and disposal of waste.

Program Name

Environmental Education

Program Purpose Statement

The purpose of the Environmental Education Program is to provide waste handling information products to people in Davidson County so they can receive more cost efficient services due to their compliance with proper procedures

**Family of Measures: Result
Measure(s)**

Number of educational opportunities provided (**Key Result**)

**Family of Measures: Output
Measure(s)**

Number of educational opportunities provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.
Number of call center inquiry responses

**Family of Measures: Demand
Measure(s)**

Number of educational opportunities demanded

Please list measures, if any, for this program that might be determined via a public survey.
none

Products

Call center responses (*Key product*)
Printed educational materials
Speaking engagements
Press releases
Websites
Promotional events

PROGRAM

Line of Business Purpose Statement The purpose of the Customer Service Line of Business is to provide informational products to the public and other Metro agencies so their requests and inquiries will be acknowledged and responded to in a timely manner.

Program Name Customer Response and Support

Program Purpose Statement The purpose of the Customer Response and Support Program is to answer 311, Waste Management and Streets and Roads calls

Family of Measures: Result Measure(s) Number of 311, Waste Management and Streets and Roads calls received)

Family of Measures: Output Measure(s) Number of 311, Waste Management and Streets and Roads calls received)

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of 311, Waste Management and Streets and Roads calls received)

Please list measures, if any, for this program that might be determined via a public survey.

none

Products Customer service request responses (*Key product*)
Contact/Phone lists
Council request status reports
Customer request follow-up response calls
Service request resolution reports(Health Department)
Informational presentation sessions
LEP responses
New street light letters (NES)
Customer service voice message announcements
Property owner notification letters
Service request blanket forms
TTY responses
Media reports
Customer satisfaction/quality assurance reports

PROGRAM

Line of Business Purpose Statement The purpose of the Administrative Line of Business is to provide administrative support services to departments so they can efficiently and effectively deliver results for customers

Program Name Administrative

Program Purpose Statement The purpose of the Administrative program is to provide IT support, facilities management, HR support, financial management support, procurement support, records retention support, safety and risk management support, and leadership support products to the operational divisions of Public Works so they can focus on operational issues while still having their administrative needs met.

Family of Measures: Result Measure(s) Percentage of budget variance

Family of Measures: Output Measure(s) Number of Budget Accountability (BAR) reports completed

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of BAR reports demanded

Please list measures, if any, for this program that might be determined via a public survey.
none

Products

- Budget Accountability Reports (BAR)
- Invoices
- Payroll Authorizations