

**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

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