



DEPARTMENT OF PUBLIC WORKS

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

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1 DEPARTMENT OF PUBLIC WORKS

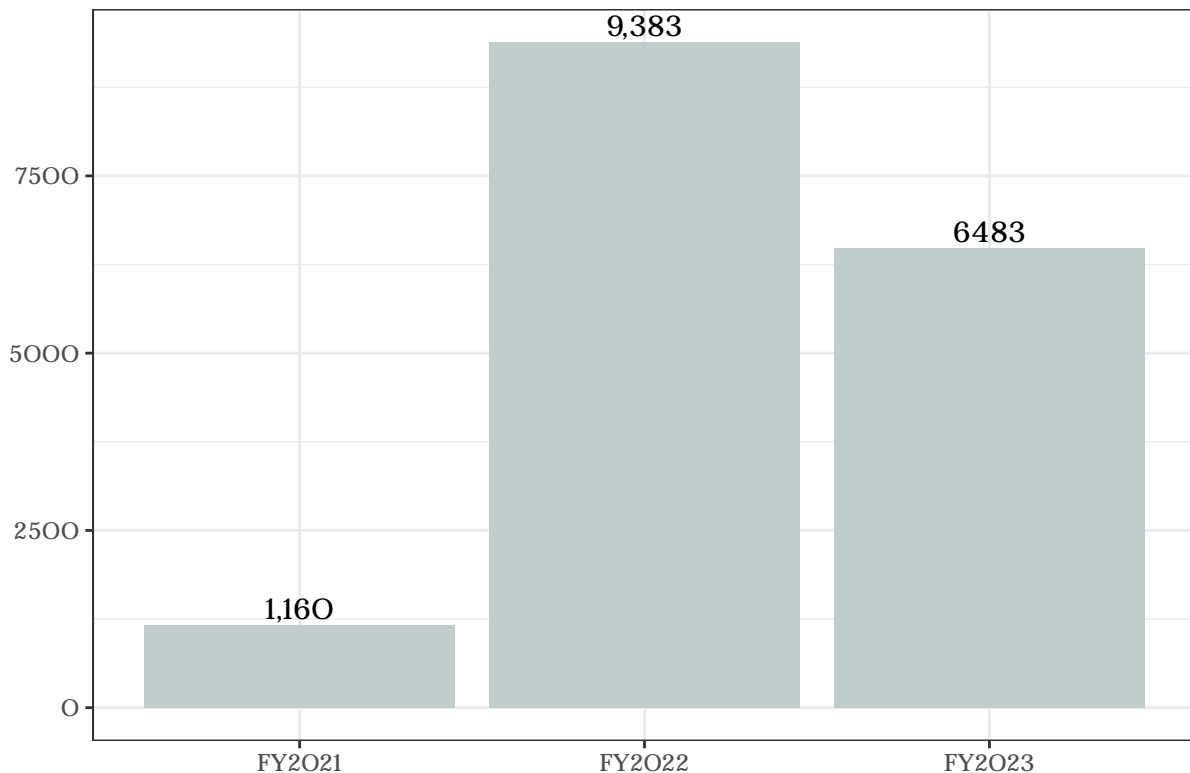
Mission: The mission of the Department of Public Works (DPW) is to provide the highest quality sanitation, parking enforcement, and fleet management services that are both ecologically sound and cost effective.

Services: The Department of Public Works (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.

2 2023 ACCOMPLISHMENTS

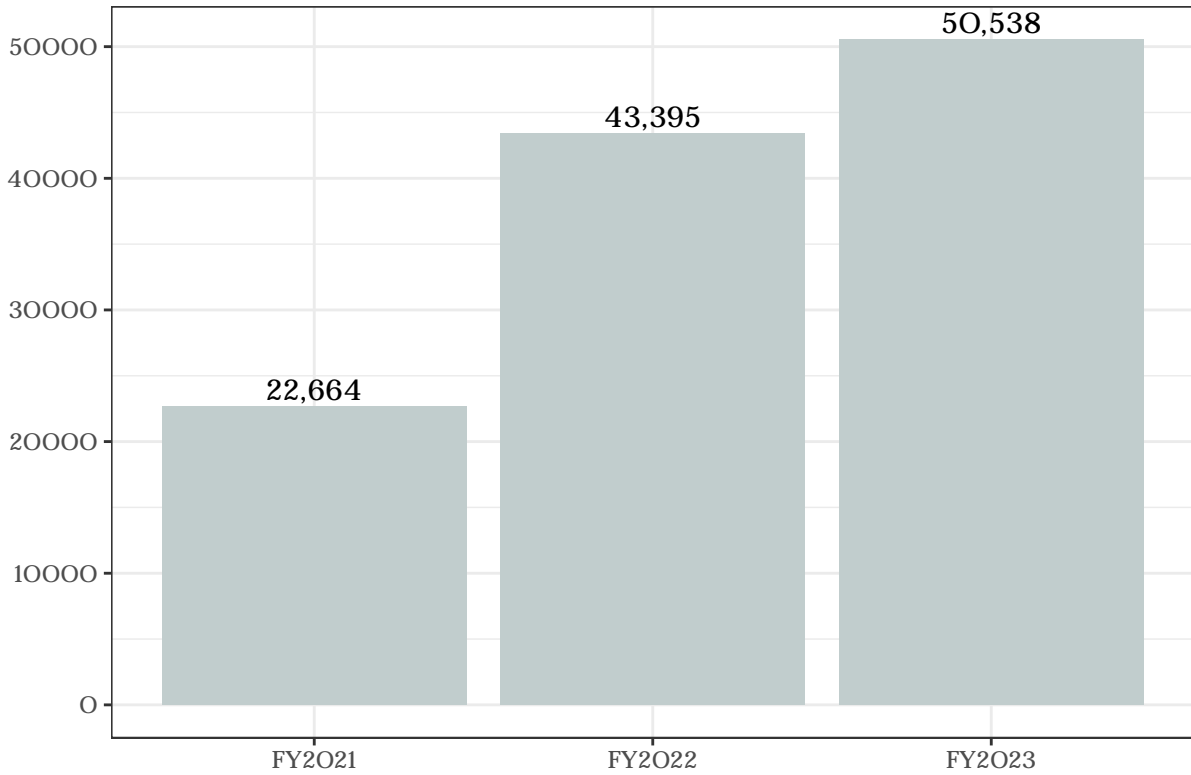
| Accomplishment | Impact on Agency | Impact on Residents |
|---|---|--|
| Increased parking enforcement officer presence during night life enforcement. | NA | Increased towing, cleaning and presence in areas frequented by residents during night life in the District. |
| Increased the fleet usage of biodiesel vehicles by 432 (Number of biodiesel vehicles district-wide) and obtained \$2.1 million in matching funds to purchase more thru the Diesel Exhaust Reduction Act (DERA). | Allows DPW to supplement existing funds to continue to increase the biodiesel fleet. | NA |
| Opened the Central City impound lot in February | Created 189 additional spaces for towed vehicles increasing the ability to enforce RPP and remove safety sensitive parked vehicles (i.e. vehicles parked in bike lanes) | Improved our ability to ensure parking opportunities for District residents, businesses, and visitors albeit involuntarily for some that were towed. |

Number of vehicles immobilized via booting



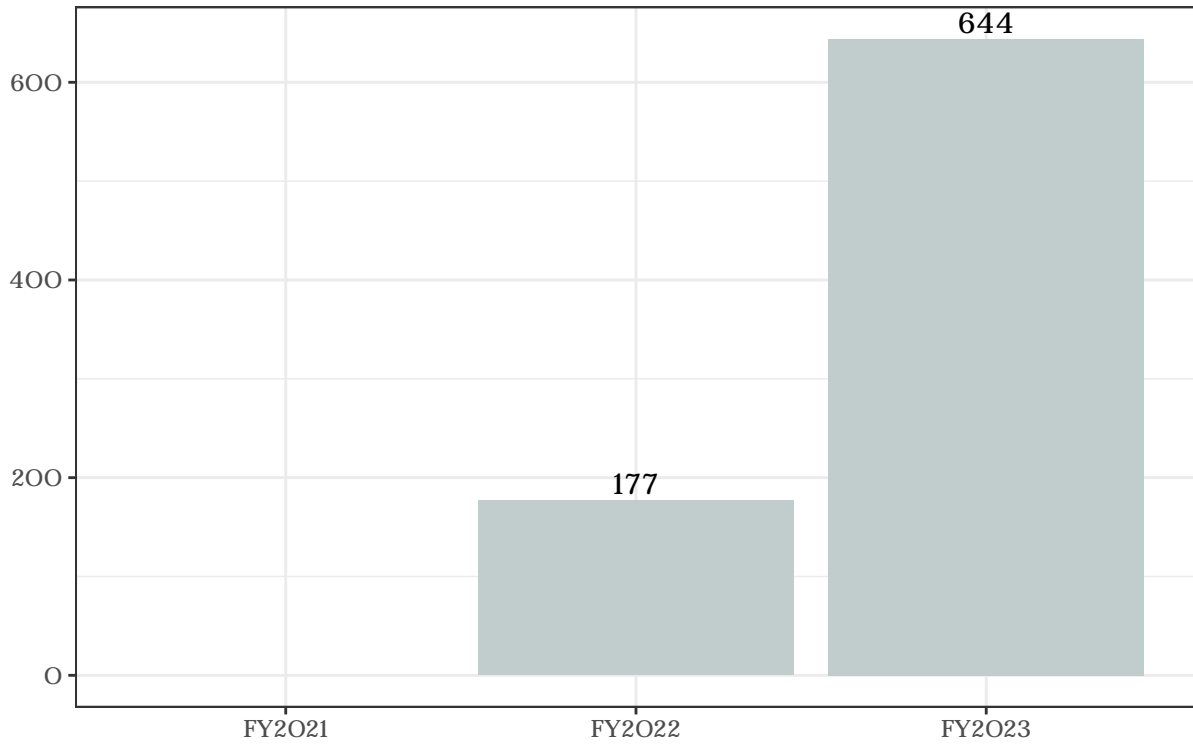
PEMA has planned to expand its booting, towing, and We're proud to report that we've made significant progress in our impoundment services this year. This is one of the two key metrics we're using to measure the success of our initiative, and we're confident that we'll see even greater results as we acquire a third lot and implement additional shifts. We're committed to achieving our goals and delivering outstanding service to our customers.

Number of vehicles towed



PEMA has planned to expand its booting, towing, and impoundment services this year. This metric is one of the two indicators we will use to measure the success of our initiative. We anticipate seeing an increase in these numbers as we acquire a third lot and implement additional shifts.

Number of Safety Sensitive Rapid Response 311 service requests



We are excited to expand our work in support of District 911 diversion efforts. This metric will demonstrate how we have strengthened and improved our service delivery model to maintain the two-hour response time. We are excited to share that we are confidently expanding our work to support District 911 diversion efforts. Our well-established service delivery model has enabled us to maintain the two-hour response time with even greater precision and efficacy. This metric is a clear indication of our confidence in our ability to provide outstanding service, and we look forward to continuing to exceed expectations.

3 2023 OBJECTIVES

Strategic Objective

Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact.

Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety.

Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.

Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia.

Create and maintain a highly efficient, transparent, and responsive District government.

4 2023 OPERATIONS

| Operation Title | Operation Description |
|--|--|
| Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact. | |
| Operation of District fueling stations and procurement of fuel: Daily Service | Fuel services are provided to all District fleet and DPW acquires and tracks all fuel expended. |
| Management of scheduled District fleet preventative maintenance: Daily Service | Scheduled fleet maintenance manages and operates the preventative maintenance of all District vehicles supported by DPW. Preventative maintenance is due for most vehicles every 6 months. |
| Management of unscheduled District fleet repairs: Daily Service | Unscheduled vehicle and equipment repairs manages and operates the ongoing maintenance of all District vehicles supported by DPW. They also manage warranty work and vendor work when necessary. |
| Manage District fleet consumables and parts: Daily Service | Fleet consumables tracks and buys asset parts and pieces. |
| Assist District agencies with vehicle acquisition: Daily Service | DPW assists agencies with vehicle acquisition and tracks vehicle age and repair history. |
| Administrative support of District fleet operations: Daily Service | Fleet administration handles management, software, and contracts and procurement for the fleet division. |
| Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety. | |
| Management of Impound Lot: Daily Service | The impound lot stores and disposes of vehicles that have been towed for parking illegally or pose a safety threat. |
| Abandoned and Dangerous Vehicles: Daily Service | Parking investigates and tows vehicles on public and private property when deemed abandoned or dangerous. |
| Parking Enforcement: Daily Service | To keep parking efficient, safe, and open to meters, citizens and tourists, parking enforcement officers ticket vehicles parked illegally, issues alerts to MPD for wanted vehicle, manages calls from customers related to parking enforcement, and track Residential Parking Permit Timings. |
| Booting and Towing: Daily Service | The immobilization and towing of vehicles related to parking enforcement. |
| Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. | |
| Management of waste diversion policy efforts: Daily Service | The Office of Waste Diversion researches and implements efforts to reduce the amount of waste going to landfills. |
| Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia. | |
| Mowing and Landscaping: Daily Service | Solid Waste Management mows, trims, and cleans up the District's public grounds. |
| Snow Operations: Daily Service | DPW removes snow in 9 of 15 snow zones and manages the overall snow readiness and operational plan. |
| Waste diversion and disposal: Daily Service | Solid Waste Management manages the waste streams coming in from public areas, private citizens and special events to keep the District clean. |

(continued)

| Operation Title | Operation Description |
|---|--|
| Waste and recycling collections: Daily Service | Solid Waste Management drives trucks to citizens' households to collect trash and recycling on a weekly or bi-weekly basis. |
| Public space cleaning: Daily Service | Solid Waste Management manages and removes trash from public litter cans and ensures sidewalks and public areas remain clean. |
| Bulk Collection: Daily Service | Solid Waste Management picks up private citizen's large waste item directly from their home and brings them to the waste transfer stations. |
| Management of waste transfer stations: Daily Service | Solid Waste Management oversees the waste transfer stations that consume the District's waste and collects and sorts the waste for landfills and recycling plans. |
| Leaf collection: Daily Service | In the fall, Solid Waste Management tours throughout the city to collect citizen's leafs from their property. |
| Solid Waste Education and Enforcement (SWEEP): Daily Service | SWEEP investigates potential sanitation disposal infractions and conducts training and education to inform the public about proper solid waste disposal. |
| Create and maintain a highly efficient, transparent, and responsive District government. | |
| Human Capital: Daily Service | The Human Capital team manages Human Resources and supports labor relations and employee development. |
| Communications, Branding, and Education: Daily Service | The Communications team runs the Clearinghouse for public information, supports community meetings and interactions, and creates informational flyers for DPW routine and special activities. |
| Office of Information Technology Services: Daily Service | OITS supports the entire agency with software acquisition and management as well as data management and analysis. |
| Process Improvement: Daily Service | The Organizational Effectiveness and Change Management Team within DPW have developed an agency-wide process improvement and "stat" program. This is designed to highlight areas of improvement across the agency, research, and draft recommendations for change. |

5 2023 STRATEGIC INITIATIVES

In FY 2023, Department of Public Works had 6 Strategic Initiatives and completed 66.67%.

| Title | Description | Update |
|--------------------|--|---|
| Zero Waste Plan | DPW's Office of Waste Diversion, along with the Interagency Waste Reduction Working Group, is responsible per the Sustainable Solid Waste Management Amendment Act of 2014 (§ 8-1031.08) for the development of a zero waste plan outlining steps the District can take to achieve at least an 80% waste diversion rate. This initiative has two core components: 1) to conduct a four to six-month community and stakeholder engagement campaign with the aim to solicit input, ideas, and concerns from the three "core" sectors of the District (businesses, residents, and government); and 2) produce a technical framework (report) with actions, targets, and goals for achieving the Mayor's zero waste goals. | Completed to date: 75-99% OWD hosted the second set of 10 community engagement events (from October 17 to October 28), and the second, and final, 45-day public comment period from October 17 to October 28. OWD expects to submit the final draft of the Zero Waste DC Plan Framework and Planning Document to EOM for review and approval in Q2 of FY23 (January/February) and release the Zero Waste DC Plan in Q3 of FY23 (April). The Zero Waste DC Plan release event and accompanying press releases has been postponed indefinitely until the Mayor's Office completes all reviews. |
| Organics Recycling | DPW will implement new requirements for commercial food waste reduction and source separation, as well as develop an Organic Waste Management Plan for the District. This will be a recurring program for the Office of Waste Diversion requiring ongoing education, outreach, and enforcement. | Completed to date: 25-49% The Commercial Food Waste Diversion Guide was completed and distributed by the U.S. Postal Service to 3,015 food waste generating entities as of September 15th 2023. The Food Waste Ready (FWR) training and certification program is full speed ahead. OWD has secured the Learning Management System (LMS) and Video Production Contracts (VPC), awarded in Q4. The collateral FWR materials have been printed, including the educational signs, collection bin stickers, and certification stickers. OWD anticipates the launch of the Food Waste Ready! Program in Q2 of FY24. An Organics Management Plan will be developed alongside a comprehensive Solid Waste Management Plan and Waste Characterization Study to be completed between FY24-26. |

| | | |
|-----------------------------|---|--|
| Curbside Composting Pilot | <p>DPW will launch a compost pilot to include waste disposal collection and trash collection/hauling activities, which will allow DPW to distribute compost caddies for approximately 10,000 households, compostable bags of approximately 50 per household, and curbside five-gallon bucket containers to eligible residents. The initiative includes opt-in mailers, education, and outreach.</p> | <p>Completed to date: Complete DPW launched the Curbside Composting Pilot Program, which offers free weekly collection of food waste to approximately 9,000 households including waste disposal collection and trash collection/hauling activities. DPW has distributed compost caddies for approximately 9,000 households, compostable bags of approximately 50 per household, and curbside five-gallon bucket containers to eligible residents. The initiative includes opt-in mailers, education, and outreach.</p> |
| Performance Management Team | <p>DPW's reconstituted performance management team is implementing a modernized performance management system which includes metrics, sustainability, regular performance reviews, continuous improvement, achievable targets, transparency, and relevance. DPW's Policy and Project Officers will develop the system in a phased approach: 1) Create administration-specific portfolios; 2) Document standards for all activities; 3) Implement training to foster knowledge and ability to meet standards; and 4) Monitor and measure compliance.</p> | <p>Completed to date: Complete Performance Management team worked to create relationships within Administrations and began to document processes and Standard Operating Procedures for key agency functions. They worked hand in hand with operations staff to ensure these processes would work for staff in the field and also built in mechanisms for easier collection of key data. An example of this was documenting the towing process for the Parking Enforcement Management Administration, which the performance team discovered was producing incorrect data. Over several working sessions, the team uncovered the issue, discussed solutions, and documented the process to avoid future problems.</p> |

Change Management Campaign

DPW is launching an internal change management campaign targeting DPW's workforce and designed to increase employee morale; introduce new training and development technology; increase employee access to information and resources; and promote workforce development and career development. The campaign includes a modernized orientation and onboarding process; new information system and technology pilots; collaboration sessions, small working groups, and think tanks; a new learning and training center; and a new technology and collaboration center.

Completed to date: Complete
DPW worked to provide more robust training for staff. One highlight of this was hosting the agency's first Leadership Summit for all Supervisors and Managers. This mandatory, daylong session included speakers from across the District on topics important to leaders including dispute resolution, understanding the DPM and progressive discipline, public speaking and communication workshops, and more. DPW plans to make this an annual training and also plans to institute more trainings throughout the year. To better assess what training is needed, the training team conducted a training needs assessment and then began to compile a training catalogue for staff to choose from.

Booting & Towing Capacity

DPW will expand parking enforcement operations to a new impound lot located at 2115 Bryant St, NE. DPW's strategic plan for this in-town lot is to tow booted and other vehicles with a greater chance for timelier citizen retrieval and subsequently, higher turnover. The new location also will allow for an increase in efficiencies and operational capability with the collocation of abandoned vehicle investigations and operations. DPW will use the existing Blue Plains impound location for abandoned and dangerous vehicles—as well as overflow and contingency operations.

Completed to date: Complete
City Center Lot opened in full functionality on February 6, 2023. In the process of procuring a 3rd lot.

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

| Measure | Directionality | FY 2021 | FY 2022 | FY 2023 Q1 | FY 2023 Q2 | FY 2023 Q3 | FY 2023 Q4 | FY 2023 | FY 2023 Target | Was 2023 KPI Met? | Explanation of Unmet KPI |
|--|----------------|-------------|---------|----------------|----------------|----------------|----------------|---------|----------------|-------------------|---|
| Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact. | | | | | | | | | | | |
| Percent of vehicles in DC fleet that utilize alternative fuel | Up is Better | 23.4% | 24.8% | 20.6% | 16.6% | 28% | 64% | 18.6% | 20% | Nearly Met | Unfortunately, due to current supply chain issues, there has been a delay in receiving alternative fuel vehicles in a timely manner. Where we once received vehicles in 3 to 6 months, it now takes 7 to 9 months to receive. We will continue to procure Alternative fuel vehicles, as mandated by the Clean Cars Act of 2003. |
| Percent of vehicles in DC fleet that are five years old or younger | Up is Better | 49.7% | 49.2% | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 58.2% | 50% | Met | |
| Percent of light vehicle maintenance completed within 48 hours | Up is Better | 57.8% | 65.8% | 69% | 69.6% | 62.2% | 65.7% | 68.8% | 70% | Nearly Met | We are working to transition to an ASE (Automotive Service Excellence) Blue Seal Shop. This includes training and development programs to for our mechanics. This training program and the hiring of new talent will allow us to more effectively schedule knowledgeable staff to address light vehicle maintenance. |
| DPW compliance rate for preventive maintenance appointments | Up is Better | New in 2023 | 62.8% | 95.7% | 85.3% | 59.5% | 55.3% | 84.2% | 65% | Met | |
| Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety. | | | | | | | | | | | |
| Percent of Contested Tickets Dismissed Due to Officer Error | Down is Better | 0.8% | 0.3% | 0.2% | 0.2% | 0.2% | 0.4% | 0.2% | 1% | Met | |

Key Performance Indicators (continued)

| Measure | Directionality | FY 2021 | FY 2022 | FY 2023 Q1 | FY 2023 Q2 | FY 2023 Q3 | FY 2023 Q4 | FY 2023 | FY 2023 Target | Was 2023 KPI Met? | Explanation of Unmet KPI |
|--|----------------|-------------|---------------|-------------------------|-------------------------|----------------|----------------|---------|----------------|-------------------|---|
| Parking Enforcement 311 Service Requests Closed within Service Level Agreement | Up is Better | New in 2023 | New in 2023 | 98.6% | 99.3% | 99% | 99% | 99% | 95% | Met | |
| Abandoned Vehicle- Public Property 311 Service Requests Completed within Service Level Agreement | Up is Better | New in 2023 | New in 2023 | 85.6% | 78.5% | 87% | 84% | 83.8% | 80% | Met | |
| Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. | | | | | | | | | | | |
| Pounds of refuse (trash) collected per resident served per day | Down is Better | 2.3 | 2.1 | 2 | 1.8 | 1.8 | 1.9 | 1.9 | 2.5 | Met | |
| Residential Diversion Rate (percent of solid waste recycled, composted, and reused) | Up is Better | 23.9% | 25.5% | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 29.2% | 25% | Met | |
| Residential Recycling Contamination Rate | Down is Better | New in 2022 | Not Available | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 24% | - | - | |
| Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia. | | | | | | | | | | | |
| Percent of residential recycling collection routes completed on scheduled day | Up is Better | 97.7% | 99.2% | 99.8% | 99% | 99.8% | 99.9% | 99.5% | 99.8% | Nearly Met | The .3% deficit can be attributed to construction within the city and the Code Red during the summer. Construction within the city impedes route access and completion. During the Code Red, SWCD had to send employees home due to poor air quality. |
| Percent of residential trash collection routes completed on the scheduled day | Up is Better | 98.6% | 99.6% | 100% | 99.9% | 100% | 99.9% | 100% | 99.8% | Met | |
| Percent of mowing/landscaping routes/locations completed as scheduled | Up is Better | 98.1% | 99.8% | No applicable incidents | No applicable incidents | 90% | 90% | 90% | 85% | Met | |
| Percent of Missed Trash Collection Households | Down is Better | 1.4% | 0.2% | 0% | 0% | 0% | 0.1% | 0% | 2% | Met | |
| Percent of Missed Recycling Collection Households | Down is Better | 2.1% | 0.1% | 0% | 0% | 0.2% | 0.1% | 0.1% | 2% | Met | |

Key Performance Indicators (continued)

| Measure | Directionality | FY 2021 | FY 2022 | FY 2023 Q1 | FY 2023 Q2 | FY 2023 Q3 | FY 2023 Q4 | FY 2023 | FY 2023 Target | Was 2023 KPI Met? | Explanation of Unmet KPI |
|---|----------------|-------------|-------------|-------------------------|-------------------------|------------|------------|---------|----------------|-------------------|---|
| Percent of Alley Cleaning Service Requests Completed within Service Level Agreement | Up is Better | 62% | 56.1% | No applicable incidents | No applicable incidents | 57% | 43% | 56.9% | 85% | Unmet | As of September 25th, new management implemented a new process to close out the 2,345 stockpiled Service Requests (SR). Currently, there are 943 Open Street Cleaning and Alley Cleaning service requests in the 311 portal, indicating a backlog in closing service requests. However, the team is actively working to address the remaining SR's issue. Out of the 943 open requests, only 30 remain incomplete, and these are scheduled to be addressed by the end October 2023. |
| Create and maintain a highly efficient, transparent, and responsive District government. | | | | | | | | | | | |
| Percent of Agency 311 Service Requests Closed within Service Level Agreements | Up is Better | New in 2023 | New in 2023 | 84.4% | 82.9% | 89% | 82% | 84.6% | 80% | Met | |

Workload Measures

| Measure | FY 2021 | FY 2022 | FY 2023 Q1 | FY 2023 Q2 | FY 2023 Q3 | FY 2023 Q4 | FY 2023 |
|---|---------------|-------------|------------|------------|------------|------------|-----------|
| Management of scheduled District fleet preventative maintenance | | | | | | | |
| Number of preventative maintenance appointments completed | 2,524 | 3,604 | 775 | 927 | 777 | 784 | 3263 |
| Management of unscheduled District fleet repairs | | | | | | | |
| Number of unscheduled fleet repairs completed | 15,577 | 26,839 | 5,951 | 6,221 | 5,534 | 5,776 | 23,482 |
| Abandoned and Dangerous Vehicles | | | | | | | |
| Number of Abandoned Vehicle Investigations Completed | 9,355 | 6,839 | 1,873 | 2,256 | 2,116 | 2,171 | 8416 |
| Booting and Towing | | | | | | | |
| Number of vehicles immobilized via booting | 1,160 | 9,383 | 1,369 | 1,453 | 2,360 | 1,301 | 6483 |
| Number of vehicles towed | 22,664 | 43,395 | 13,087 | 14,131 | 13,233 | 10,087 | 50,538 |
| Management of Impound Lot | | | | | | | |
| Number of Impounded Vehicles Auctioned | 110 | 46 | 22 | 10 | 0 | 32 | 64 |
| Number of Impounded Vehicles Salvaged | New in 2023 | New in 2023 | 313 | 552 | 804 | 864 | 2533 |
| Parking Enforcement | | | | | | | |
| Number of parking tickets issued | 667,499 | 1,223,590 | 306,863 | 349,568 | 337,051 | 318,496 | 1,311,978 |
| Number of wanted vehicle alerts sent to MPD | 3,183 | 7,470 | 2,272 | 2,954 | 2,974 | 3,296 | 11,496 |
| Number of Customer Service Calls Received in Parking Enforcement Call Center | 84,877 | 132,810 | 30,833 | 31,398 | 32,895 | 28,936 | 124,062 |
| Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials | 507,391 | 1,819,301 | 440,304 | 468,466 | 456,099 | 590,723 | 1,955,592 |
| Number of Safety Sensitive Rapid Response 311 service requests | Not Available | 177 | 201 | 136 | 181 | 126 | 644 |
| Bulk Collection | | | | | | | |
| Number of bulk collection service requests closed | 70,227 | 67,625 | 13,773 | 13,251 | 18,231 | 18,171 | 63,426 |
| Number of yard waste service requests closed | Not Available | 16,118 | 4,473 | 3,247 | 7,998 | 8,188 | 23,906 |
| Public space cleaning | | | | | | | |

Workload Measures (continued)

| Measure | FY 2021 | FY 2022 | FY 2023 Q1 | FY 2023 Q2 | FY 2023 Q3 | FY 2023 Q4 | FY 2023 |
|---|----------|-----------|-------------------------|-------------------------|----------------|----------------|----------|
| Tons of Mechanical Street Sweeping debris Collected | 15,220 | 4,370.1 | 480 | 541.7 | 702 | 633.4 | 2357.2 |
| Number of Alley Cleaning Requests Closed | 5,418 | 4,330 | No applicable incidents | No applicable incidents | 768 | 1,077 | 1845 |
| Waste and recycling collections | | | | | | | |
| Tons of recycling collected | 28,938.7 | 24,774.8 | 6,699 | 6,339.5 | 6,348.1 | 5,810 | 25,196.5 |
| Tons of refuse (trash) collected | 96,109.1 | 85,456.6 | 20,096.3 | 18,142.8 | 19,490.7 | 18,701 | 76,430.8 |
| Number of residents dropping off waste at the transfer stations | 56,352 | 56,115 | 10,764 | 13,190 | 13,525 | 12,799 | 50,278 |
| Total Tons Processed through transfer stations | 370,289 | 303,647.7 | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 70,908.4 |