

Department of Public Works FY2017

Agency Department of Public Works

Agency Code KT0

Fiscal Year 2017

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.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact.
2	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.
3	Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.
4	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.
5	Create and maintain a highly efficient, transparent and responsive District government.**

2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
1 - Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact. (4 Measures)									
City-wide compliance rate with preventive maintenance appointments	<input type="checkbox"/>	Quarterly		73.5%	80.39%	63.84%	80.39%	36.5%	80%
Percent of light vehicle maintenance completed within 24 hours	<input type="checkbox"/>	Quarterly		72.88%	60%	91.23%	60%	58.7%	75%
Inventory Loss	<input checked="" type="checkbox"/>	Annually		Not available	Not available	Not available	Not available	New Measure	5%
Percentage of vehicles under five year old	<input checked="" type="checkbox"/>	Annually		Not available	Not available	Not available	Not available	New Measure	50%
2 - 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. (3 Measures)									
Percent of Residential Parking Permit (RPP) program blocks covered by daily enforcement	<input type="checkbox"/>	Quarterly		67.16%	85%	66.47%	85%	49.9%	75%
Cost per ticket issued	<input type="checkbox"/>	Quarterly		\$18.5	\$14.5	\$16.57	\$14.5	\$15.4	\$16
Percent of parking tickets uncontested or upheld	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	New Measure	96%
3 - Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (3 Measures)									
Residential Diversion Rate	<input checked="" type="checkbox"/>	Annually		Not available	Not available	Not available	Not available	New Measure	25%
Pounds of refuse (trash) collected per resident served per day	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	New Measure	2.5
Cost of waste diversion per ton	<input checked="" type="checkbox"/>	Annually		Not available	Not available	Not available	Not available	New Measure	70
4 - 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. (5 Measures)									
Percent of residential recycling collection routes completed on scheduled day	<input type="checkbox"/>	Quarterly		92.89%	99.8%	92.66%	99.8%	97.4%	99.8%
Complaint rate for missed recycling collections per 10,000 collections	<input type="checkbox"/>	Quarterly		12	5	9	5	9.1	5

Percent of mowing/landscaping routes/locations completed as scheduled	<input checked="" type="checkbox"/>	Annually		Not available	Not available	Not available	Not available	New Measure	85%
Percent of residential trash collection routes completed on the scheduled day	<input type="checkbox"/>	Quarterly		95.48%	99.8%	94.73%	99.8%	98.2%	99.8%
Complaint rate for missed trash collections per 10,000 collections	<input type="checkbox"/>	Quarterly		16	8	14	8	14.1	8

5 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)**

Contracts/Procurement-Expendable Budget spent on Certified Business Enterprises	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement-Contracts lapsed into retroactive status	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Federal Funds returned	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service-Meeting Service Level Agreements	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Vacancy Rate	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee District residency	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee Onboard Time	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management-Employee Performance Plan Completion	<input checked="" type="checkbox"/>			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact. (6 Activities)			
FLEET ADMINISTRATIVE SUPPORT	Administrative support of District fleet operations	Fleet administration handles management, software, and contracts and procurement for the fleet division.	Daily Service
FLEET CONSUMABLES	District fleet consumables and parts	Fleet consumables tracks and buys asset parts and pieces.	Daily Service
SCHEDULED FLEET MAINTENANCE	Scheduled District fleet preventative maintenance	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.	Daily Service
UNSCHEDULED VEHICLE & EQUIPMENT REPAIRS	Unscheduled District fleet repairs	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.	Daily Service
VEHICLE & EQUIPMENT ACQUISITIONS	Assistance for District agencies with vehicle acquisition	DPW assists agencies with vehicle acquisition and tracks vehicle age and repair history.	Daily Service
Fuel Services	Operation of District fueling stations and procurement of fuel	Fuel services are provided to all District fleet and DPW acquires and tracks all fuel expended.	Daily Service

2 - 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. (4 Activities)

ABANDONED & JUNK VEHICLES	Towing of abandoned and junk vehicles	Parking investigates and tows vehicles on public and private property when deemed abandoned.	Daily Service
PARKING REGULATIONS ENFORCEMENT	Parking ticket writing and enforcement	To keep parking efficient, safe, and open to meters, citizens and tourists, parking enforcement officers ticket vehicles parked illegally.	Daily Service
TOWING	Towing of parking violators	When vehicles are deemed dangerous or illegally parked for too much time, parking tows the vehicles to their impound lot.	Daily Service
PROPERTY MANAGEMENT	Management of Impound Lot	The impound lot stores and disposes of vehicles that have been towed for parking illegally or pose a safety threat.	Daily Service
3 - Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (1 Activity)			
OFFICE OF WASTE DIVERSION	Management of waste diversion policy efforts	The Office of Waste Diversion researches and implements efforts to reduce the amount of waste going to landfills.	Daily Service
4 - 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. (9 Activities)			
ENFORCEMENT OF SANITATION REGULATIONS	Solid Waste Education and Enforcement (SWEEP)	SWEEP investigates potential sanitation disposal infractions and conducts training and education to inform the public about proper solid waste disposal.	Daily Service
DISTRIC OF COLUMBIA SNOW PROGRAM	Snow Operations	DPW removes snow in 9 of 15 snow zones and manages the overall snow readiness and operational plan.	Daily Service
PUBLIC SPACE CLEANING	Public space cleaning	Solid Waste Management manages and removes trash from public litter cans and ensures sidewalks and public areas remain clean.	Daily Service
SANITATION COLLECTIONS & REMOVALS	Waste and recycling collections	Solid Waste Management drives trucks to citizens' households to collect trash and recycling on a weekly or bi-weekly basis.	Daily Service
SANITATION DISPOSAL	Waste diversion and disposal	Solid Waste Management manages the waste streams coming in from public areas, private citizens and special events to keep the District clean.	Daily Service
Grounds Maintenance	Mowing and Landscaping	Solid Waste Management mows, trims, and cleans up the District's public grounds.	Daily Service
SANITATION COLLECTIONS & REMOVALS	Bulk Collection	Solid Waste Management picks up private citizen's large waste item directly from their home and brings them to the waste transfer stations.	Daily Service
PROPERTY MANAGEMENT	Management of waste transfer stations	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.	Daily Service
PUBLIC SPACE CLEANING	Leaf collection	In the fall, Solid Waste Management tours throughout the city to collect citizen's leaves from their property.	Daily Service
5 - Create and maintain a highly efficient, transparent and responsive District government.** (3 Activities)			
INFORMATION TECHNOLOGY	Office of Information Technology Services	OITS supports the entire agency with software acquisition and management as well as data management and analysis.	Daily Service
COMMUNICATIONS	Communications, Branding, and Education	The Communications team runs the Clearinghouse for public information, supports community meetings and interactions, and creates informational flyers for DPW routine and special activities.	Daily Service
Human Capital	Human Capital	The Human Capital team manages Human Resources and supports labor relations and employee development.	Daily Service

2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
1 - Scheduled District fleet preventative maintenance (1 Measure)								
Number of scheduled preventative maintenance appointments completed	✓		Scheduled preventative maintenance appointments	appointments	Quarterly	Not available	Not available	New Measure
1 - Unscheduled District fleet repairs (1 Measure)								
Number of unscheduled fleet repairs completed	✓		Unscheduled fleet repairs	repairs	Quarterly	Not available	Not available	New Measure
2 - Parking ticket writing and enforcement (2 Measures)								
Number of parking tickets issued	<input type="checkbox"/>		Parking tickets issued	tickets	Quarterly	1337253	1433626	1389681
Number of stolen vehicle alerts sent to MPD	<input type="checkbox"/>		Stolen vehicle alerts	Stolen vehicle alerts	Quarterly	8022	11433	8576

2 - Towing of abandoned and junk vehicles (1 Measure)									
Number of vehicles immobilized via booting	<input type="checkbox"/>		Vehicles immobilized	vehicles	Quarterly	11089	11401	11649	
2 - Towing of parking violators (1 Measure)									
Number of vehicles towed	<input type="checkbox"/>		Vehicles towed	vehicles	Quarterly	35204	36672	33189	
4 - Bulk Collection (1 Measure)									
Number of bulk collection service requests	<input checked="" type="checkbox"/>		Bulk collection requests	service requests	Quarterly	Not available	Not available	New Measure	
4 - Waste and recycling collections (2 Measures)									
Tons of refuse (trash) collected	<input checked="" type="checkbox"/>		Tons of waste	tons	Quarterly	Not available	Not available	New Measure	
Tons of recycling collected	<input checked="" type="checkbox"/>		Tons of recycling	tons	Quarterly	Not available	Not available	New Measure	

2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
COMMUNICATIONS (2 Strategic initiative-operation links)		
Establish new DPW branding to better educate public on services and improve community presence.	In FY16 DPW began a rebranding project to better highlight DPW's roles and responsibilities as it relates to city services. In FY17 DPW will publicize a new more polished and inclusive logo, vibrant educational materials, pamphlets, and electronic materials to better communicate DPW's services to the public. In addition, there will be several campaigns to help the public get to know the new DPW through educational activities and general publicity.	09-30-2017
Target new residents for education on access to services provided by DPW.	Upon understanding that many new residents do not know how to obtain DPW services, the Communications team will be targeting education for new residents. The Communications team will be partnering with housing and other community groups to reach these residents.	09-30-2017
DISTRICT OF COLUMBIA SNOW PROGRAM (2 Strategic initiative-operation links)		
Upgrade current Automatic Vehicle Location (AVL) system on snow vehicles.	Office of Information Technology Services will change the current AVL system from EIS/eRoadtrack to AT&T/Webtech for the upcoming snow season. The new vendor/technology will allow the agency to better report equipment status and track vehicle location. Additionally, the agency will have better customer support and significantly improved hardware and software for the system.	09-30-2017
Organize District-wide planning for snow operations to improve readiness, responsiveness, and coordination.	The Snow Team is producing a comprehensive staffing plan and operations manual to better direct/manage the snow events. The staffing plan includes all personnel necessary for a winter weather response, as well as the specific responsibilities, and back-up personnel. The operations manual outlines the logistics of a snow response along with the key divisions responsible for managing a winter event.	09-30-2017
FLEET CONSUMABLES (1 Strategic Initiative-Operation Link)		
Enhance internal business processes for service procurements, tracking vendor purchases, and related performance using a web-based system to maintain District Government vehicle fleet.	The internal Vendor and Invoice Tracking System will allow users to have remote access with multiple user levels. It will provide full visibility across internal financial, compliance, and vendor performance measures. To ensure the District is receiving the best service, the system will compare vendor performance and determine which vendor has preference based on the service quality provided.	09-30-2017
Grounds Maintenance (1 Strategic Initiative-Operation Link)		
Take over full responsibility of Grounds Maintenance and improve internal tracking systems and location management.	DPW is building an internal Salesforce system that will have the ability to track crews, equipment, time and attendance, routes, and site completion. This will streamline operations, reduce paper processes, and improve internal and vendor crew accountability. In addition, DPW will establish standards and schedules for the various types of properties and locations. This will also take into account beautification for schools and both seasonal preparedness and ongoing maintenance for recreation centers and athletic fields.	09-30-2017
Human Capital (1 Strategic Initiative-Operation Link)		
Partner with DCPL to create an adult learning curriculum for employees.	DPW will partner with DC Public Libraries to provide adult literacy services to DPW employees where DCPL would provide curriculum and staffing to provide the services and DPW would provide employees to receive the services.	09-30-2017
INFORMATION TECHNOLOGY (3 Strategic initiative-operation links)		
Migrate legacy applications and paper processes to Salesforce.	Office of Information Technology Services will use an in-house Salesforce developer to expand its use of Salesforce as a data entry and tracking tool. This will migrate legacy applications and paper processes to a more streamlined and data-friendly software. The first set of processes will include Grounds Maintenance, Hauler Registration, and other processes to be determined.	09-30-2017

Upgrade current Automatic Vehicle Location (AVL) system on snow vehicles.	Office of Information Technology Services will change the current AVL system from EIS/eRoadtrack to AT&T/Webtech for the upcoming snow season. The new vendor/technology will allow the agency to better report equipment status and track vehicle location. Additionally, the agency will have better customer support and significantly improved hardware and software for the system.	09-30-2017
Right-size solid waste and recycling routes.	To address District growth and changes over the past several years, the Solid Waste Management Administration will re-evaluate its solid waste and recycling routes. Routes will be right-sized for population and tonnage to create appropriate mileage and efficient navigation for all routes.	09-30-2017
OFFICE OF WASTE DIVERSION (2 Strategic initiative-operation links)		
Implement a residential food waste drop off program for composting.	Office of Waste Diversion will launch a year-round residential food waste drop off site for composting in each ward. Ideally each site will be co-located with farmer's markets or similar services.	09-30-2017
Launch a commercial waste reporting program and begin collecting commercial waste data.	Office of Waste Diversion will launch a commercial waste reporting program and begin collecting commercial data and enforcing reporting requirements as required by the Sustainable Solid Waste Amendment Act of 2014. There is currently little information on or oversight of commercial waste.	09-30-2017
SANITATION COLLECTIONS & REMOVALS (1 Strategic Initiative-Operation Link)		
Right-size solid waste and recycling routes.	To address District growth and changes over the past several years, the Solid Waste Management Administration will re-evaluate its solid waste and recycling routes. Routes will be right-sized for population and tonnage to create appropriate mileage and efficient navigation for all routes.	09-30-2017
TOWING (1 Strategic Initiative-Operation Link)		
Implement a phone application to proactively email or text motorists when their vehicles are booted or towed.	To improve public education, information transfer, and outreach, the Parking Enforcement Management Administration will implement a smart phone automated application to proactively alert motorists in real-time that their vehicle has been booted or towed. Motorists will be able to opt-in to the program to receive automated emails or texts notifying them of the fine amount and location of their vehicle.	09-30-2017

Created on Dec. 15, 2015 at 4:14 PM (EST). Last updated by [Fowler-Finn, MeghanMarie \(OSSE\)](#) on July 20, 2016 2:19 PM at 2:19 PM (EDT). Owned by [Fowler-Finn, MeghanMarie \(OSSE\)](#).