

# Department of Public Works FY2021

Agency Department of Public Works

Agency Code KTO

Fiscal Year 2021

**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.

## 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.

## Key Performance Indicators

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
<b>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)</b>					
City-wide compliance rate with preventive maintenance appointments	Up is Better	59.3%	44.2%	79.2%	60%
Percent of vehicles under five year old	Up is Better	37%	55.1%	58.7%	50%
Percent of light vehicle maintenance completed within 48 hours	Up is Better	New in 2019	60%	59.8%	70%
Percent of Alternative Fuel Used	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
<b>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. (1 Measure)</b>					
Percent of Tickets Dismissed when Contested	Down is Better	New in 2019	1.8%	0.2%	3%
<b>3 - Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (2 Measures)</b>					
Residential Diversion Rate (percent of solid waste recycled, composted, and reused)	Up is Better	25.5%	25.1%	25%	25%
Pounds of refuse (trash) collected per resident served per day	Down is Better	0.6	2.2	2.3	2.5
<b>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. (7 Measures)</b>					
Percent of residential recycling collection routes completed on scheduled day	Up is Better	98.8%	97.3%	99.3%	99.8%
Percent of residential trash collection routes completed on the scheduled day	Up is Better	99%	97.4%	99.7%	99.8%
Percent of mowing/landscaping routes/locations completed as scheduled	Up is Better	75.7%	94.8%	90.8%	85%
Percent of Alley Cleaning Service Requests Completed within Service Level Agreement	Up is Better	New in 2019	79.9%	65.3%	85%
Residential Recycling Contamination Rate	Down is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of Missed Trash Collection Households	Down is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of Missed Recycling Collection Households	Down is Better	New in 2021	New in 2021	New in 2021	New in 2021

## Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>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)</b>			
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

Operations Header	Operations Title	Operations Description	Type of Operations
FLEET ADMINISTRATIVE SUPPORT	Administrative support of District fleet operations	Fleet administration handles management, software, and contracts and procurement for the fleet division.	Daily Service
SCHEDULED FLEET MAINTENANCE	Management of 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	Management of 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
FLEET CONSUMABLES	Manage District fleet consumables and parts	Fleet consumables tracks and buys asset parts and pieces.	Daily Service
VEHICLE & EQUIPMENT ACQUISITIONS	Assist District agencies with vehicle acquisition	DPW assists agencies with vehicle acquisition and tracks vehicle age and repair history.	Daily Service
<b>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)</b>			
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
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
<b>3 - Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (1 Activity)</b>			
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
<b>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)</b>			
Grounds Maintenance	Mowing and Landscaping	Solid Waste Management mows, trims, and cleans up the District's public grounds.	Daily Service
DISTRICT 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
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
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
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	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
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
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities)</b>			
Human Capital	Human Capital	The Human Capital team manages Human Resources and supports labor relations and employee development.	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
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

Operations Header	Operations Title	Operations Description	Type of Operations
Office of Organizationl Effectiveness and Change Management	Process Improvement	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.	Daily Service

## Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
<b>1 - Management of scheduled District fleet preventative maintenance (1 Measure)</b>			
Number of preventative maintenance appointments completed	New in 2021	New in 2021	New in 2021
<b>1 - Management of unscheduled District fleet repairs (1 Measure)</b>			
Number of unscheduled fleet repairs completed	20,254	22,735	22,434
<b>2 - Parking ticket writing and enforcement (4 Measures)</b>			
Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials	New in 2019	2,014,431	1,077,649
Number of parking tickets issued	1,335,896	1,347,948	793,670
Number of wanted vehicle alerts sent to MPD	8890	7974	6200
Number of Customer Service Calls Received in Parking Enforcement Call Center	New in 2019	105,175	92,706
<b>2 - Towing of abandoned and junk vehicles (3 Measures)</b>			
Number of vehicles immobilized via booting	4275	3793	3248
Number of Abandoned Vehicle Investigations Completed	New in 2019	7275	7465
Number of Vehicles Auctioned	New in 2019	2113	1173
<b>2 - Towing of parking violators (1 Measure)</b>			
Number of vehicles towed	29,215	35,805	22,021
<b>4 - Bulk Collection (1 Measure)</b>			
Number of bulk collection service requests	53,902	55,723	62,865
<b>4 - Public space cleaning (2 Measures)</b>			
Number of Alley Cleaning Requests Received	New in 2019	4606	5812
Tons of Mechanical Street Sweeping debris Collected	New in 2019	10,163.3	6377.1
<b>4 - Solid Waste Education and Enforcement (SWEEP) (1 Measure)</b>			
Number of Solid Waste Enforcement warnings issued	New in 2019	3069	1340
<b>4 - Waste and recycling collections (2 Measures)</b>			
Tons of recycling collected	26,762.4	26,751.2	27,735.8
Tons of refuse (trash) collected	102,765.8	94,487	99,067.4
<b>4 - Waste diversion and disposal (2 Measures)</b>			
Number of residents dropping off waste at the transfer stations	New in 2019	98,428	94,317
Total Tons Processed through transfer stations	New in 2019	511,830.9	474,403.9

## Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Management of waste diversion policy efforts (2 Strategic initiatives)</b>		
Residential Recycling Cart Tagging	DPW's Office of Waste Diversion has received a \$308,000 grant from The Recycling Partnership to support the improvements of the residential recycling program. The goal is to reduce the level of contamination found in the recycling containers and to increase participation. DPW will be tagging a minimum of 15,000 DPW-serviced households for a minimum of 4 weeks to reduce contamination per container at the neighborhood level. DPW will also be conducting sorting, both pre and post tagging, to understand how levels of contamination have improved. The program can also help increase understanding of what is recyclable and what is not. There will be a public outreach component associated with this program.	09-30-2021

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Establish baseline for multi-family building compliance for recycling requirements	While there are numerous trash and recycling requirements for multi-family buildings in the District, DPW does not currently track whether or not apartments, condominiums, and cooperatives comply with these requirements in a systematic way. To verify whether a building is compliant or not, under OWD's guidance and direction, SWEEP inspectors will perform an on-site inspection of 400 identified buildings that have been selected with proportional representation by ward, building size, building type, price/square foot, and affordability. In addition to an overall compliance rate, this effort will afford OWD granular	09-30-2021
<b>Office of Information Technology Services (1 Strategic Initiative)</b>		
Rubicon Collections Pilot	<p>Rubicon Pilot for Collections: During Q1 of FY21, DPW IT will leverage a Zero-Cost pilot to collect and analyze data related to collections in the District of Columbia, by:</p> <ul style="list-style-type: none"> <li>• Monitoring and collecting real time data on the City's solid waste, recycling, and bulk operations in order to further increase operational efficiency;</li> <li>• Optimize bulk and other ad hoc, point to point routing, and provide dynamic routing through in-truck technology;</li> <li>• Improve accuracy and responsiveness to customer service requests in "real time";</li> <li>• Utilize existing vehicles to gather additional community insights – graffiti, potholes, etc - as the City staff conduct daily routes</li> </ul> <p>The information collected will help inform DPW operations and lead to efficiencies in various divisions in the agency.</p>	09-30-2021
<b>Operation of District fueling stations and procurement of fuel (1 Strategic Initiative)</b>		
Install New Vehicle Charging Stations	Install New Vehicle Charging Station: The Fleet Management Administration (FMA) will continue its multi-year initiative which includes installing 20 new dual port electric vehicle charging stations across the district. During FY-21 the project will include procurement of the charging stations and an initial installation rollout in the first fiscal quarter. Additional assessments and plans will be developed to unveil other charging stations. The agency plans to install 5 charging stations during this phase.	09-30-2021
<b>Public space cleaning (1 Strategic Initiative)</b>		
Ward 7&8 Public Space Cleaning Initiative	The Solid Waste Management Administration will conduct a citywide sanitation blitz involving street and alley services, illegal dumping and overall sanitation enforcement. There will be a specific focus on Wards 7&8 where mechanical street sweeping will occur along major corridors and unposted routes. The objective is to provide special services to underserved wards. The initiative will commence in the Fall, Spring and conclude in the Summer months.	09-30-2021
<b>Towing of abandoned and junk vehicles (1 Strategic Initiative)</b>		
Ward 7&8 Abandoned Vehicle Blitz	The Parking Enforcement Management Administration (PEMA) will plan and execute monthly enhanced enforcement and removal of abandoned vehicles in Wards 7 & 8. The teams will select two Saturdays during non-winter months (October, November, April-September) and closeout any abandoned vehicle investigation backlogs, identify new abandoned/dangerous vehicles and schedule those vehicles for removal. This enforcement will happen only on the public space, however if given authorization vehicles may be removed from private property.	09-23-2021