

Department of Public Works FY2022

Agency Department of Public Works

Agency Code KTO

Fiscal Year 2022

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 (KPIs)

| Measure | Directionality | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual | FY 2022 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 | Up is Better | 44.2% | 79.2% | 84.5% | 60% |
| Percent of vehicles under five year old | Up is Better | 55.1% | 58.7% | 49.7% | 50% |
| Percent of Alternative Fuel Used | Up is Better | New in 2021 | New in 2021 | 23.4% | 20% |
| Percent of light vehicle maintenance completed within 48 hours | Up is Better | 60% | 59.8% | 57.8% | 70% |
| 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) | | | | | |
| Percent of Tickets Dismissed when Contested | Down is Better | 1.8% | 0.2% | 0.2% | 3% |
| 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 (percent of solid waste recycled, composted, and reused) | Up is Better | 25.1% | 25% | 23.9% | 25% |
| Pounds of refuse (trash) collected per resident served per day | Down is Better | 2.2 | 2.3 | 2.3 | 2.5 |
| Residential Recycling Contamination Rate | Up is Better | New in 2022 | New in 2022 | New in 2022 | New in 2022 |
| 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) | | | | | |
| Percent of residential recycling collection routes completed on scheduled day | Up is Better | 97.3% | 99.3% | 97.7% | 99.8% |
| Percent of residential trash collection routes completed on the scheduled day | Up is Better | 97.4% | 99.7% | 98.6% | 99.8% |
| Percent of mowing/landscaping routes/locations completed as scheduled | Up is Better | 94.8% | 90.8% | 98.1% | 85% |
| Residential Recycling Contamination Rate | Down is Better | New in 2021 | New in 2021 | 14.7% | 15% |
| Percent of Missed Trash Collection Households | Down is Better | New in 2021 | New in 2021 | 4.8% | 2% |
| Percent of Missed Recycling Collection Households | Down is Better | New in 2021 | New in 2021 | 6.9% | 2% |
| Percent of Alley Cleaning Service Requests Completed within Service Level Agreement | Up is Better | 79.9% | 65.3% | 62% | 85% |

Operations

| 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) | | |
| 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 |
| Administrative support of District fleet operations | Fleet administration handles management, software, and contracts and procurement for the fleet division. | Daily Service |
| 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 |
| 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 |

| Operations Title | Operations Description | Type of Operations |
|---|--|--------------------|
| Manage District fleet consumables and parts | Fleet consumables tracks and buys asset parts and pieces. | Daily Service |
| Assist District agencies with vehicle acquisition | DPW assists agencies with vehicle acquisition and tracks vehicle age and repair history. | 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) | | |
| 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 |
| Towing of abandoned and junk vehicles | Parking investigates and tows vehicles on public and private property when deemed abandoned. | Daily Service |
| 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 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 |
| 3 - Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (1 Activity) | | |
| 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) | | |
| Mowing and Landscaping | Solid Waste Management mows, trims, and cleans up the District's public grounds. | Daily Service |
| Snow Operations | DPW removes snow in 9 of 15 snow zones and manages the overall snow readiness and operational plan. | Daily Service |
| 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 |
| 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 | Solid Waste Management manages and removes trash from public litter cans and ensures sidewalks and public areas remain clean. | Daily Service |
| 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 |
| 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 |
| Leaf collection | In the fall, Solid Waste Management tours throughout the city to collect citizen's leaves from their property. | Daily Service |
| 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 |
| 5 - Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities) | | |
| Human Capital | The Human Capital team manages Human Resources and supports labor relations and employee development. | Daily Service |
| 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 |
| Office of Information Technology Services | OITS supports the entire agency with software acquisition and management as well as data management and analysis. | Daily Service |
| 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 (WMs)

| Measure | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual |
|---|----------------|----------------|----------------|
| 1 - Management of scheduled District fleet preventative maintenance (1 Measure) | | | |
| Number of preventative maintenance appointments completed | New in 2021 | New in 2021 | 2525 |
| 1 - Management of unscheduled District fleet repairs (1 Measure) | | | |
| Number of unscheduled fleet repairs completed | 22,735 | 22,434 | 15,577 |
| 2 - Parking ticket writing and enforcement (4 Measures) | | | |
| Number of Customer Service Calls Received in Parking Enforcement Call Center | 105,175 | 92,706 | 84,877 |
| Number of parking tickets issued | 1,347,948 | 793,670 | 667,499 |
| Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials | 2,014,431 | 1,077,649 | 507,391 |
| Number of wanted vehicle alerts sent to MPD | 7974 | 6200 | 3183 |
| 2 - Towing of abandoned and junk vehicles (3 Measures) | | | |
| Number of Abandoned Vehicle Investigations Completed | 7275 | 7465 | 9355 |
| Number of vehicles immobilized via booting | 3793 | 3248 | 1160 |
| Number of Vehicles Auctioned | 2113 | 1173 | 110 |

| Measure | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual |
|---|----------------|----------------|----------------|
| 2 - Towing of parking violators (1 Measure) | | | |
| Number of vehicles towed | 35,805 | 22,021 | 22,664 |
| 4 - Bulk Collection (2 Measures) | | | |
| Number of yard waste requests submitted | New in 2022 | New in 2022 | New in 2022 |
| Number of bulk collection service requests | 55,723 | 62,865 | 70,227 |
| 4 - Public space cleaning (2 Measures) | | | |
| Number of Alley Cleaning Requests Received | 4606 | 5812 | 5418 |
| Tons of Mechanical Street Sweeping debris Collected | 10,163.3 | 6377.1 | 15,220 |
| 4 - Waste and recycling collections (2 Measures) | | | |
| Tons of refuse (trash) collected | 94,487 | 99,067.4 | 96,109.1 |
| Tons of recycling collected | 26,751.2 | 27,735.8 | 28,938.7 |
| 4 - Waste diversion and disposal (2 Measures) | | | |
| Number of residents dropping off waste at the transfer stations | 98,428 | 94,317 | 56,352 |
| Total Tons Processed through transfer stations | 511,830.9 | 474,403.9 | 370,289 |

Strategic Initiatives

| Strategic Initiative Title | Strategic Initiative Description | Proposed Completion Date |
|--|---|--------------------------|
| Communications, Branding, and Education (1 Strategic Initiative) | | |
| Communications Campaign | DPW will develop a special communications campaign for Ward 7 and 8 residents to inform the various services offered by the agency. The campaign will include actual residents in the materials, and videos to increase utilization of 311 to report issues and request services from DPW. Outreach will be accomplished via print, electronic and social media outlets. | 09-30-2022 |
| Leaf collection (1 Strategic Initiative) | | |
| Building Blocks DC - Solid Waste Management Operations | DPW in conjunction with Building Blocks DC (BBDC) will hire approximately 110 new personnel to support the leaf season and other SWMA operations in FY22. The goal is to provide work opportunities to citizens most affected by gun violence, thus minimizing the prevalence of violent activity in the city. The additional personnel should reduce overtime costs for the agency and improve service request delivery and closure rates. | 09-30-2022 |
| Management of waste diversion policy efforts (2 Strategic initiatives) | | |
| 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. Combined, these two projects will help the District achieve the Mayor's Zero Waste goals. Implementing the commercial food waste requirements will carry over into FY 23, as commercial organics requires begin to become effective on January 1, 2023 and will be a recurring program for the Office of Waste Diversion requiring ongoing education, outreach, and enforcement. | 01-01-2023 |
| 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 4-6 month long 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); & 2) produce a technical framework (report) with actions, targets, and goals for achieving the Mayor's zero waste goals. | 01-01-2023 |
| Operation of District fueling stations and procurement of fuel (1 Strategic Initiative) | | |
| New Vehicle Charging Stations | The Fleet Management Administration (FMA) will continue its multi-year initiative which includes installing 50 new dual port electric vehicle charging stations across the district. During FY-22 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. | 09-30-2022 |
| Parking ticket writing and enforcement (1 Strategic Initiative) | | |
| Vehicle Immobilization Pilot | The goal is to capture scofflaw violators during the late evening hours when this type of enforcement is least expected. DPW may also capture visitors from neighboring jurisdictions who are able to circumvent immobilization enforcement because their vehicles are only present during off hours for booting. The agency plans to provide equal coverage across the city to as not to exacerbate any inequities with regards to enforcement. | 09-30-2022 |
| Public space cleaning (1 Strategic Initiative) | | |
| Ward 7 & 8 Mechanized Sweeping | The Solid Waste Management Administration will execute a special mechanized street sweeping program for unposted routes in Wards 7&8. This will occur during the Fall, Spring, and Summer months. | 09-30-2022 |
| Towing of abandoned and junk vehicles (1 Strategic Initiative) | | |
| Ward 7 & 8 Abandoned Vehicle Investigation Blitzes | 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. | 09-30-2022 |
| Waste and recycling collections (1 Strategic Initiative) | | |
| Pop-up Service Delivery Events | The Solid Waste Management Administration will conduct pop-up service delivery events in Wards 7&8 to provide access to underserved communities and reduce illegal dumping and other city service requests. DPW will determine the services offered which may include bulk, regular trash, recycling, and shredding. The initiative will also include an educational component for residents and be offered quarterly. | 09-30-2022 |

▼ American Rescue Plan Act WMs

| Measure | ARPA Expenditure Code | ARPA Initiative | ARPA Sub-Initiative | ARPA Project Name | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual |
|---|-----------------------|--------------------------|-------------------------------------|----------------------------------|----------------|----------------|----------------|
| 2 - Parking ticket writing and enforcement (1 Measure) | | | | | | | |
| Number of Rapid Response 911 to 311 service requests | 6.01 | Alternative 911 Response | Priority Parking Complaint Response | DPW Parking Enforcement Capacity | New in 2022 | New in 2022 | New in 2022 |