

Department of Public Works FY2023

Agency Department of Public Works

Agency Code KTO

Fiscal Year 2023

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 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 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 Measure records)						
Percent of vehicles in DC fleet that utilize alternative fuel	Up is Better	New in 2021	23.4%	20%	24.8%	20%
Percent of vehicles in DC fleet that are five years old or younger	Up is Better	58.7%	49.7%	50%	49.2%	50%
Percent of light vehicle maintenance completed within 48 hours	Up is Better	59.8%	57.8%	70%	65.8%	70%
DPW compliance rate for preventive maintenance appointments	Up is Better	New in 2023	New in 2023	New in 2023	New in 2023	65%
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 Measure records)						
Percent of Contested Tickets Dismissed Due to Officer Error	Down is Better	0.2%	0.8%	3%	0.3%	1%
Parking Enforcement 311 Service Requests Closed within Service Level Agreement	Up is Better	New in 2023	New in 2023	New in 2023	New in 2023	95%
Abandoned Vehicle- Public Property 311 Service Requests Completed within Service Level Agreement	Up is Better	New in 2023	New in 2023	New in 2023	New in 2023	80%
3 - Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (3 Measure records)						
Pounds of refuse (trash) collected per resident served per day	Down is Better	2.3	2.3	2.5	2.1	2.5
Residential Diversion Rate (percent of solid waste recycled, composted, and reused)	Up is Better	25%	23.9%	25%	25.5%	25%
Residential Recycling Contamination Rate	Down is Better	New in 2022	New in 2022	New in 2022	New in 2022	15%
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. (6 Measure records)						
Percent of residential recycling collection routes completed on scheduled day	Up is Better	99.3%	97.7%	99.8%	99.2%	99.8%
Percent of residential trash collection routes completed on the scheduled day	Up is Better	99.7%	98.6%	99.8%	99.6%	99.8%
Percent of mowing/landscaping routes/locations completed as scheduled	Up is Better	90.8%	98.1%	85%	99.8%	85%
Percent of Missed Trash Collection Households	Down is Better	New in 2021	1.4%	2%	0.2%	2%

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
Percent of Missed Recycling Collection Households	Down is Better	New in 2021	2.1%	2%	0.1%	2%
Percent of Alley Cleaning Service Requests Completed within Service Level Agreement	Up is Better	65.3%	62%	85%	56.1%	85%
5 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Measure)						
Percent of Agency 311 Service Requests Closed within Service Level Agreements	Up is Better	New in 2023	New in 2023	New in 2023	New in 2023	80%

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 Activity records)		
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
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 Activity records)		
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 and Dangerous Vehicles	Parking investigates and tows vehicles on public and private property when deemed abandoned or dangerous.	Daily Service
Parking Enforcement	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.	Daily Service
Booting and Towing	The immobilization and towing of vehicles related to parking enforcement.	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 Activity records)		
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

Operations Title	Operations Description	Type of Operations
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 Activity records)		
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 2020 Actual	FY 2021 Actual	FY2022 Actual
1 - Management of scheduled District fleet preventative maintenance (1 Measure)			
Number of preventative maintenance appointments completed	2977	2524	3604
1 - Management of unscheduled District fleet repairs (1 Measure)			
Number of unscheduled fleet repairs completed	22,434	15,577	26,839
2 - Abandoned and Dangerous Vehicles (1 Measure)			
Number of Abandoned Vehicle Investigations Completed	7465	9355	6839
2 - Booting and Towing (2 Measure records)			
Number of vehicles towed	22,021	22,664	43,395
Number of vehicles immobilized via booting	3248	1160	9383
2 - Management of Impound Lot (2 Measure records)			
Number of Impounded Vehicles Salvaged	New in 2023	New in 2023	New in 2023
Number of Impounded Vehicles Auctioned	1173	110	46
2 - Parking Enforcement (5 Measure records)			
Number of Safety Sensitive Rapid Response 311 service requests	Not Available	Not Available	177
Number of Customer Service Calls Received in Parking Enforcement Call Center	92,706	84,877	132,810
Number of parking tickets issued	793,670	667,499	1,223,590
Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials	1,077,649	507,391	1,819,301
Number of wanted vehicle alerts sent to MPD	6200	3183	7470
4 - Bulk Collection (2 Measure records)			
Number of yard waste service requests closed	Not Available	Not Available	16,118
Number of bulk collection service requests closed	62,865	70,227	67,625
4 - Public space cleaning (2 Measure records)			
Number of Alley Cleaning Requests Closed	5812	5418	4330
Tons of Mechanical Street Sweeping debris Collected	6377.1	15,220	4370.1
4 - Waste and recycling collections (4 Measure records)			
Tons of refuse (trash) collected	99,067.4	96,109.1	85,456.6
Number of residents dropping off waste at the transfer stations	94,317	56,352	56,115
Total Tons Processed through transfer stations	474,403.9	370,289	303,647.7
Tons of recycling collected	27,735.8	28,938.7	24,774.8

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Abandoned and Dangerous Vehicles (1 Strategic Initiative)		
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.	09-30-2023
Booting and Towing (1 Strategic Initiative)		
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.	09-30-2023
Management of waste diversion policy efforts (3 Strategic Initiative records)		
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.	04-01-2023
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.	09-30-2023
Curbside Composting Pilot	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.	12-31-2023
Process Improvement (2 Strategic Initiative records)		
Performance Management Team	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.	09-30-2023
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.	09-30-2023