Department of Public Works FY2019

Agency	Department of Public Works	**Agency Code**	KT0	**Fiscal Year**	2019

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.

Summary of 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.

▼ 2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Improvement of productivity of the fleet light repair shop	The improved productivity of the light repair shop eliminated the need for a third party vendor to supplement the work at an additional cost.	By adding another shift to the fleet repair shop, district agency vehicles were returned to their department faster minimizing down time. As a result agencies could perform mission critical tasks and experience shorter interruptions in service delivery to the residents and visitors of DC.
DPW would like to highlight its extremely low vacancy rate under 2%, as well as an approximate 6 week turnaround for filling vacancies	Achieving a low vacancy rate helps engender faith and confidence from the staff at DPW. They understand the agency is working quickly to replace open positions and backfill critical roles. Additionally, keeping a low rate helped minimize interruptions in service internally and externally.	Keeping a low vacancy rate allows the agency to fill open positions and maximize the number of employees providing services to residents and visitors. There should be minimal lag/interruption in services as a result of a vacancy in a division
Reconstituting the CORE Teams	Reactivating the CORE Teams has allowed DPW to understand where hot-spots of activities are, and has helped inform our response and deployment strategies.	Reviving the CORE Teams allows the agency to proactively address community concerns and to collaboratively work with the MOCRS, MPD,DDOT and other agencies. The agency has been able to clean alleys, streets, cite for illegal dumping and parking violations before citizens issue service requests.

▼ 2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
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. (3 Measures)											
City-wide compliance rate with preventive maintenance appointments	Quarterly	48.5%	59.3%	60%	42.5%	39.8%	54.9%	40.1%	44.1%	Unmet	DPW is still working with district agencies to adhere to the preventative maintenance schedule. A new evening preventative maintenance shift has been implemented to help minimize wait times and expedite service.
Percent of vehicles under five year old	Annually	53.2%	37%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	55.1%	Met	
Percent of light vehicle maintenance completed within 48 hours	Quarterly	New in 2019	New in 2019	70%	46%	54.2%	75.5%	63.7%	60%	Unmet	Staffing shortages were an issue within the fleet division, however adding a new evening shift significantly improved performance.
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 parking tickets uncontested or upheld	Quarterly	97.6%	95.8%	96%	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents		
Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials	Annually	New in 2019	New in 2019	1,760,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2,014,431	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of Tickets Dismissed when Contested	Quarterly	New in 2019	New in 2019	3%	No applicable incidents	1.9%	2.2%	1.5%	5.2%	Unmet	The agency erroneously included a wider categories of dismissals reason codes in Q1, which inflated the results. This has since been corrected.
3 - Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (3 Measures)											
Cost of waste diversion per ton	Quarterly	75	91.8	70	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	102.14	Unmet	The cost to diver waste is heavily influenced by the market rebate for recycling. This metric for the most part if out of the control for the agency.
Residential Diversion Rate (percent of solid waste recycled, composted, and reused)	Quarterly	24.5%	25.5%	25%	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	25.1%	Met	
Pounds of refuse (trash) collected per resident served per day	Quarterly	5.5	0.6	2.5	2.3	2	2.42	2.14	2.18	Met	
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 Measures)											
Percent of residential recycling collection routes completed on scheduled day	Quarterly	97.5%	98.8%	99.8%	99.2%	92.3%	98.5%	99%	97.3%	Nearly Met	The agency experienced some complications with service in Q2 as a result of snow season and some staffing shortages.
Percent of residential trash collection routes completed on the scheduled day	Quarterly	99.1%	99%	99.8%	99.4%	92.1%	99.5%	98.5%	97.4%	Nearly Met	The agency experienced some complications with service in Q2 as a result of snow season and some staffing shortages.
Percent of mowing/landscaping routes/locations completed as scheduled	Quarterly	88.6%	75.7%	85%	No applicable incidents	No applicable incidents	97.9%	94.1%	94.8%	Met	
Number Missed Recycling Collections Service Requests	Quarterly	New in 2019	New in 2019	6988	1199	1298	1221	1483	5201	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Number Missed Trash Collections Service Requests	Quarterly	New in 2019	New in 2019	6988	2790	3550	3350	3868	13,558	Unmet	The agency has no control over when and how service requests are submitted. Routes have been delayed, however there were few carryovers and the agency maintained a high same day service completion rate. DPW has worked on route optimization to provide greater consistency with collections service.
Percent of Alley Cleaning Service Requests Completed within Service Level Agreement	Quarterly	New in 2019	New in 2019	85%	88.5%	51.2%	70.8%	85.1%	79.9%	Nearly Met	Alley cleaning is a seasonal service that starts in the spring and ends in the fall. Service Requests were submitted throughout the year and a backlog was created during the off season, which consistently placed the agency behind the target. We are working with OUC to develop a better strategy for handling seasonal requests.
5 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)											
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	83%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89.7%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	50%	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

*Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic Development, and Internal Services clusters. It excludes all independent agencies and select EOM agencies.
*The HR management, Financial Management, IT Policy and FOIA Compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measures based on summary-level data from various agencies, and cannot verify the accuracy of any calculations.
*The 2019 DC Enterprise Data Inventory (EDI) contains datasets published on DC's Open Data Portal, which is current as of March 9, 2019, and any datasets published to the portal after the above date were not included in the measure's calculation.
*Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Management of scheduled District fleet preventative maintenance (1 Measure)							
Number of scheduled preventative maintenance appointments completed	4089	3767	717	790	935	706	3148
1 - Management of unscheduled District fleet repairs (1 Measure)							
Number of unscheduled fleet repairs completed	486	20,254	5277	5087	6546	5825	22,735
2 - Parking ticket writing and enforcement (3 Measures)							
Number of parking tickets issued	1,309,118	1,335,896	302,439	285,714	397,838	361,957	1,347,948
Number of wanted vehicle alerts sent to MPD	8446	8890	2034	1970	1997	1973	7974
Number of Customer Service Calls Received in Parking Enforcement Call Center	New in 2019	New in 2019	25,103	15,813	30,411	33,848	105,175
2 - Towing of abandoned and junk vehicles (3 Measures)							
Number of vehicles immobilized via booting	9490	4275	111	455	1810	1417	3793
Number of Abandoned Vehicle Investigations Completed	New in 2019	New in 2019	1056	2086	2261	1872	7275
Number of Vehicles Auctioned	New in 2019	New in 2019	503	288	522	800	2113
2 - Towing of parking violators (1 Measure)							
Number of vehicles towed	27,943	29,215	6438	8383	8942	12,042	35,805
4 - Bulk Collection (1 Measure)							
Number of bulk collection service requests	49,329	53,902	12,914	12,006	16,156	14,647	55,723

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
4 - Public space cleaning (2 Measures)							
Tons of Mechanical Street Sweeping debris Collected	New in 2019	New in 2019	602.5	No applicable incidents	5849.1	4314.2	10,765.8
Number of Alley Cleaning Requests Received	New in 2019	New in 2019	712	445	775	2674	4606
4 - Solid Waste Education and Enforcement (SWEEP) (1 Measure)							
Number of Solid Waste Enforcement warnings issued	New in 2019	New in 2019	360	916	992	801	3069
4 - Waste and recycling collections (2 Measures)							
Tons of recycling collected	25,383	26,762.4	6347.3	6670.1	6927.5	6806.8	26,751.7
Tons of refuse (trash) collected	95,010.2	102,765.8	24,931.6	21,355.2	25,579	22,621.2	94,487
4 - Waste diversion and disposal (2 Measures)							
Number of residents dropping off waste at the transfer stations	New in 2019	New in 2019	19,868	23,238	26,532	28,790	98,428
Total Tons Processed through transfer stations	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	511,830.9

2019 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 ADMINISTRATIOVE 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 and vendor work when necessary.	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
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
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)			
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
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)			
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

Operations Header	Operations Title	Operations Description	Type of Operations
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	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 Wast 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 leafs 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
5 - Create and maintain a highly efficient, transparent and responsive District government. (4 Activities)			
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
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
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

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Administrative support of District fleet operations (2 Strategic initiatives)				
Initiate Pilot Program for alternative PM options for agency's light duty fleet	The Fleet Management Administration will develop an automotive preventative maintenance contractual partnerships with third party vendors that can provide quick turnaround of standard preventive maintenance such as oil, lube & filter on District citywide light duty fleet assets maintained by DPW. Set goal to reduce preventative maintenance costs on standard maintenance such as oil changes by 25% on light duty vehicles that are three years old and newer.	0-24%	Operations changes within the fleet division eliminated the need for a third party vendor to provide services. A rapid shop and additional shift have been created to handle the work of the light shop and significantly improve performance.	Operations changes within the fleet division eliminated the need for a third party vendor to provide services
Develop and Execute a new Vehicles on Demand Program	The Fleet Management Administration in conjunction with the Strategic Planning and Performance Management Team will develop and execute a new transportation program for District Government Employees mirroring that of the Vehicles on Demand Pilot. This program will use a contracted vendor to provide single passenger and shared rides for employees to use when on official business. The projected start date for such a program is January 2019	Complete	The Fleet Management Administration, in conjunction with the Strategic Planning and Performance Management Team, through DPW's procurement team, executed a contract with VIA, to execute the new program, mirroring the Vehicles on Demand Pilot. Since the program's inception in January of 2019, we have developed a comprehensive Vehicles on Demand footprint for the District, which was spearheaded through a set of implementation focus groups, a robust advertising campaign, followed with on-site customer service from our team, to provide clarifications & answer questions (through a web portal created by DPW, specifically dedicated to the program: dcvehiclesondemand@dc.gov). Since the program's "go live" date, on April 1, 2019, we have onboarded 13 agencies, who are actively using the system. The detailed summary below shows the current successes of the program, identifies usage from the participating agencies. The agency continues to add new participating departments	
Bulk Collection (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Implement a new bulk pickup scheduling function	The Solid Waste Management Administration will improve upon the current bulk mobile application used by employees to create a new daily appointment notification. The Bulk Team would be able to receive their appointments each morning via the application.	Complete	This enhancement was completed	
Communications, Branding, and Education (1 Strategic Initiative)				
Develop and Implement a Litter Campaign Signage Program Across the City	The office of communications in conjunction with the Solid Waste Education and Enforcement Program, will develop a new trash and recycling education signage to be posted across the city. The goal is to raise awareness and encourage residents and visitors to comply with solid waste/litter regulations in the city. The signage would be placed on light poles, litter cans, and/or bus shelters.	Complete	This initiative was near completion at the end of Q3, and was fully implemented in Q4	
Management of waste diversion policy efforts (1 Strategic Initiative)				
Finalize Waste Characterization Study	The Office of Waste Diversion will complete a waste characterization study which is required to be submitted to Council . This study will characterize waste utilizing existing demographic and waste characterization data from the District, neighboring jurisdictions, and nationally to generate estimates of the volumes, types, and fate of the waste generated by all sectors in the District. The results will be used to inform future waste diversion strategy including the Zero Waste Plan as well as waste infrastructure planning.	50-74%	The report is being drafted by the vendor and should be produced in the next coming weeks. Internal reviews within DPW and OPLA must be conducted with a final product being transmitted to EOM by the end of the year	There were some data collection challenges during the summer months which had to be remedied, as well as having the contract rebid earlier in the year. These delays have contributed to this initiative not being complete during this fiscal year
Office of Information Technology Services (3 Strategic initiatives)				
Issue a DPW Enforcement RFP and select vendor(s)	The Office of Information Technology Services (OITS) will develop a scope of work (SOW) for two DPW enforcement systems (parking enforcement and sanitation enforcement). The SOW will be incorporated into an RFP by OCP, and OITS will coordinate the procurement effort to select a vendor or vendors to develop the new systems.	0-24%	This initiative is currently on hold because of funding limitations	This initiative is currently on hold because of funding limitations
Implement new Leaf Collection Tracking application for 2018 – 2019 Leaf Season	The Office of Information Technology Services (OITS) will revamp the internal facing leaf collection tracking application to improve management and data collection. The new application will mirror that of the grounds maintenance application in DPW's platform on Salesforce. The goal is to improve the ability to ensure quality service, and to enhance the qa/qc functionality and reporting.	Complete	This initiative was completed and the application was used for the leaf season	
Develop a DPW Notifications System	DPW will develop a MyDPW App to host all its notification and alerts sent to customers who subscribe. A customizable profile will be available for subscribers to designate the type of alerts they wish to receive from DPW. The MyDPW App will work on mobile devices and will serve as an umbrella program for the tow/boot notification as well as the street sweeping notifications already developed by the agency. Other notifications will follow in the upcoming years to include snow emergency notifications, leaf collection and bulk collection.	Complete	The agency has released the leaf collection, street sweeping and tow/boot notification. Additional alerts may be developed in FY 20	
Process Improvement (2 Strategic initiatives)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Develop 5-Year Strategic Plan	SPPM has engaged a management consultant to develop DPW 5 year strategic plan. This agency wide effort presents an opportunity for all stakeholders to collaboratively create the DPW vision for next five years. Shared vision of the ultimate goals and common understanding of the available resources, environment and expectations will help DPW excel in providing high quality municipal services and keep DC residents satisfied. The strategic planning project will also help agency define the training needs for critical job positions and identify opportunities for professional growth across agency.	Complete	The strategic plan has been submitted to the agency, and is ready for implementation.	
Develop Business Intelligence Dashboards	SPPM plans to build at least four (4) summary or/and managerial level dashboards in Tableau (or any other relevant application) that will help agency leverage data and make actionable operational decisions. The dashboards will cover 311 service requests, fleet management, fueling trends and parking enforcement.	Complete	Business dashboard have been developed and are in use by senior administrators	
Towing of parking violators (1 Strategic Initiative)				
Issue a solicitation for a self release booting system	The Parking Enforcement Management Administration will develop a solicitation via RFP for a booting system which allows customers to self-release an immobilization device upon payment of their fines. After a successful solicitation process the agency will develop a plan and implement the new technology to supplement its current booting/immobilization activities.	25-49%	DPW is moving forward with a statement of work and RFP which should be completed in the next month.	This is a multi-step process that takes notification of stakeholders (labor union), and an intensive research process to ensure the appropriate technology and service is procured for the district.
Waste diversion and disposal (1 Strategic Initiative)				
Develop Recommendations for a Resident Waste Drop Off Plan	Residents drop-off more than 10,000 tons per year of commingled bulk waste, special waste and recycling at the Fort Totten Transfer Station. DPW will evaluate options and provide a recommendation for the redesign/optimization of the drop off program with the goal of diverting more waste, improving worker and resident health and safety, reducing storm water contamination, and reducing resident wait time.	0-24%	A broader drop off plan is being incorporated into solid waste management planning process and broader short term changes on hold due to construction underway at transfer stations.	The initiative is being incorporated into the solid waste management plan