



**DEPARTMENT OF PUBLIC WORKS**  
**FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT**  
**JANUARY 15, 2023**

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# 1 DEPARTMENT OF PUBLIC WORKS

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*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.

*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.

## 2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Household Hazardous Waste (HHW) Continuity of Operations	DPW transferred HHW operations from the Fort Totten Transfer Station to the Benning Road Transfer Station with minimal disruption of services.	DPW has provided this service for over 4,000 District residents per month. District residents have continued to use the HHW platform for e-Cycling, bulk, household hazardous waste, and shredding services.
The Multiagency Public Safety Task Force	DPW's participation in the pilot complimented MPD's Homicide Reduction Program.	The taskforce was formed and piloted along the Minnesota Avenue corridor and yielded the collection of over 11.2 tons of debris, bulk furniture, and discarded household waste. DPW's Solid Waste Education and Enforcement inspectors have issued over 60 residential and commercial sanitation citations totaling nearly \$27,000. DPW has also issued 16 parking tickets; impounded 16 vehicles; and recorded nearly \$20,000 in Scofflaw recoveries.
Green Fleet Award Recipient	Now in its 15 year, this annual honor recognized organizations that executed groundbreaking and inventive programs for their green initiatives. DPW's Fleet Management Administration ranked #16 for Green Fleet in North America out of 39,000 public fleets in North America.	The Green Fleet Awards recognizes peak-performing fleet sustainability efforts and honors fleets who have enhanced practices to make a positive impact on the environment.

### 3 2022 OBJECTIVES

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Strategic Objective	Number of Measures	Number of Operations
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	6
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	4
Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.	4	1
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	9
Create and maintain a highly efficient, transparent, and responsive District government.	11	4

## 4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact.</b>		
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
<b>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.</b>		
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
<b>Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.</b>		
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>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.</b>		
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

(continued)

Operation Title	Operation Description	Type of Operation
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
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>		
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

## 5 2022 STRATEGIC INITIATIVES

In FY 2022, Department of Public Works had 9 Strategic Initiatives and completed 77.78%.

Title	Description	Completion to Date	Update	Explanation for Incomplete 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.	Complete		
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.	Complete		
			In Q4, DPW issued the following: 2,371 Doorknockers. 113 participants in the Helping Hand Clean Ups a "Don't Litter" yard sign. A press release was done announcing this mural along with all other murals to be completed during the 15th anniversary of the Murals DC program. In Support of our East of the River beautification efforts we selected a prime location - the Historic Deanwood Community to paint a mural celebrating the longstanding legacy of African Americans in the Deanwood Community.	
			71 temporary/seasonal employees converted to term positions. Seven (7) term positions converted to permanent with one (1) transfer to the Parking Enforcement Management Administration.	



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.	25-49%	OWD expects to release draft regulations in early Q1 of FY 23 for public comment for publication by January 1, 2023.	OWD has onboarded a new Organics Program Manager as of August. The PM will oversee the development of commercial food waste requirements and implementation of the Federal grant award to train and certify food waste businesses. OWD expects to release draft regulations in early Q1 of FY 23 for public comment for publication by January 1, 2023.
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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.	25-49%	Office of Waste Diversion conducted 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.	OWD has successfully hosted 20 community events, one public comment period - with another set for Q1 of FY 23. The final public comment period will take place from November 16 to December 20. This initiative is on track to be achieved in early FY 23.
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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.	Complete	As of 09/30/2022 we have successfully installed 281 charging stations
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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.	Complete	Effective July 2022, PEMA participated in the Multiagency Nightlife Taskforce. which concentrated on nightlife on U St NW, H St NE, and Connecticut Ave, NW. PEMA's involvement included impounding scofflaw vehicles and issuing parking tickets.
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Ward 7 & 8 Mecha- nized 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.	Complete	The Street & Alley has completed over 1,100 miles of mechanized street sweeping in Wards 7&8 to date and will continue weekly cleanings on Fridays. DPW has collected over 80 tons of debris in Wards 7&8.
Ward 7 & 8 Abandoned Vehicle In- vestigation 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.	Complete	PEMA completed 5 Blitzes in Wards 5, 6, 7, and 8.
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.	Complete	DPW has communicated services and 311 contact information.

## 6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
<b>Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact.</b>											
City-wide compliance rate with preventative maintenance appointments	Up is Better	79.2%	84.5%	60%	48%	67%	63.4%	63%	62.8%	Met	
Percent of vehicles under five year old	Up is Better	58.7%	49.7%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	49.16%	Nearly Met	The automobile industry is still experiencing residual supply chain issues. We have a number of vehicles that will be delivered in FY'23, although they were ordered in FY'22. Delivery can be up to 9 months, depending on the asset under normal circumstances. During Covid era we have experienced deliveries 14+ months.
Percent of Alternative Fuel Used	Up is Better	New in 2021	23.4%	20%	27%	20%	25%	27%	24.8%	Met	
Percent of light vehicle maintenance completed within 48 hours	Up is Better	59.8%	57.8%	70%	61%	74%	67.6%	63.7%	65.8%	Nearly Met	We supported several events throughout the year, while also serving fleet; pride parade, memorial day parade, demonstrations, truckers convoy, Junetenth, civic demonstrations, snow season preparation, etc.
<b>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.</b>											

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of Tickets Dismissed when Contested	Down is Better	0.2%	0.8%	3%	0.3%	0.1%	0.3%	0.3%	0.3%	Met	
<b>Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.</b>											
Residential Diversion Rate (percent of solid waste recycled, composted, and reused)	Up is Better	25%	23.9%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25.51%	Met	Target was exceeded
Pounds of refuse (trash) collected per resident served per day	Down is Better	2.3	2.3	2.5	2.1	1.8	2	2	2.1	Met	No barriers
Residential Recycling Contamination Rate	Down is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	-	Office of Waste Diversion does not have any supporting data for the recycling contamination rate. No recycling sorts took place in FY 22.
<b>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.</b>											
Percent of residential recycling collection routes completed on scheduled day	Up is Better	99.3%	97.7%	99.8%	99.4%	95.9%	99.4%	99.9%	99.2%	Nearly Met	Shortage in staff and attendance opportunities. Unfamiliar drivers were assigned to complete routes.
Percent of residential trash collection routes completed on the scheduled day	Up is Better	99.7%	98.6%	99.8%	100%	93.5%	99.9%	99.9%	99.6%	Nearly Met	Shortage in staff and attendance opportunities. Unfamiliar drivers were assigned to complete routes.
Percent of mowing/landscaping routes/locations completed as scheduled	Up is Better	90.8%	98.1%	85%	No applicable incidents	No applicable incidents	99.8%	99.7%	99.8%	Met	
Percent of Missed Trash Collection Households	Down is Better	New in 2021	1.4%	2%	0.2%	0.3%	0.2%	0.2%	0.2%	Met	
Percent of Missed Recycling Collection Households	Down is Better	New in 2021	2.1%	2%	0.1%	0.2%	0.2%	0.1%	0.1%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of Alley Cleaning Service Requests Completed within Service Level Agreement	Up is Better	65.3%	62%	85%	7.4%	1.2%	51.6%	65%	56.1%	Unmet	Alley cleaning is a seasonal service for Fall and Winter months. The portal was left open which caused backup in numbers. SWMA has requested the portal closes 11/1 opens 3/1. Also, resources at SACD were impacted by two initiatives where staffing assignments changed which prevented target attainment. One initiative was the Truckers Convoy from 2/22/22 to 3/30/22 in which SACD drivers were deployed for support. The most recent impact was the Greater Streets Initiative that took place from 9/29/22 to 11/1/22. These two initiatives in addition to the open portal, hindered meeting the SLA's which led to the unmet KPI.

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
<b>Management of scheduled District fleet preventative maintenance</b>							
Number of preventative maintenance appointments completed	New in 2021	2524	945	906	897	856	3604
<b>Management of unscheduled District fleet repairs</b>							
Number of unscheduled fleet repairs completed	22,434	15,577	5653	6172	8318	6696	26,839
<b>Parking ticket writing and enforcement</b>							
Number of parking tickets issued	793,670	667,499	280,776	277,347	324,774	340,693	1,223,590
Number of wanted vehicle alerts sent to MPD	6200	3183	1914	2467	2322	2681	7470
Number of Customer Service Calls Received in Parking Enforcement Call Center	92,706	84,877	28,643	26,836	37,610	39,721	132,810
Number of Rapid Response 911 to 311 service requests	New in 2022	New in 2022	63	61	21	32	177
Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials	1,077,649	507,391	378,325	469,965	483,946	487,065	1,819,301
<b>Towing of abandoned and junk vehicles</b>							
Number of vehicles immobilized via booting	3248	1160	1374	1685	3349	2975	9383
Number of Abandoned Vehicle Investigations Completed	7465	9355	1249	1499	1595	2496	6839
Number of Vehicles Auctioned	1173	110	9	0	25	12	46
<b>Towing of parking violators</b>							
Number of vehicles towed	22,021	22,664	11,778	9420	11,064	11,133	43,395
<b>Bulk Collection</b>							
Number of bulk collection service requests	62,865	70,227	14,997	14,548	18,887	19,193	67,625
Number of yard waste requests submitted	New in 2022	New in 2022	3106	2454	5585	4973	16,118
<b>Public space cleaning</b>							
Number of Alley Cleaning Requests Received	5812	5418	881	3	1689	1757	4330
Tons of Mechanical Street Sweeping debris Collected	6377.1	15,220	2825	409	570.9	565.2	4370.1
<b>Waste and recycling collections</b>							

Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Tons of recycling collected	27,735.8	28,938.7	5084	5652	7097.2	6941.6	24,774.8
Tons of refuse (trash) collected	99,067.4	96,109.1	22,263	19,556	21,842.5	21,795	85,456.6
<b>Waste diversion and disposal</b>							
Number of residents dropping off waste at the transfer stations	94,317	56,352	21,922	16,204	5730	12,259	56,115
Total Tons Processed through transfer stations	474,403.9	370,289	Annual Measure	Annual Measure	Annual Measure	Annual Measure	303,647.7