

Department of Public Works FY2020

Agency Department of Public Works

Agency Code KTO

Fiscal Year 2020

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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 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. (3 Measures)					
City-wide compliance rate with preventive maintenance appointments	Up is Better	48.5%	59.3%	44.2%	60%
Percent of vehicles under five year old	Up is Better	53.2%	37%	55.1%	50%
Percent of light vehicle maintenance completed within 48 hours	Up is Better	New in 2019	New in 2019	60%	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. (2 Measures)					
Percent of Tickets Dismissed when Contested	Down is Better	New in 2019	New in 2019	1.8%	3%
Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials	Up is Better	New in 2019	New in 2019	2,014,431	1,760,000
3 - Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (2 Measures)					
Residential Diversion Rate (percent of solid waste recycled, composted, and reused)	Up is Better	24.5%	25.5%	25.1%	25%
Pounds of refuse (trash) collected per resident served per day	Down is Better	5.5	0.6	2.2	2.5
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	Up is Better	97.5%	98.8%	97.3%	99.8%

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Percent of residential trash collection routes completed on the scheduled day	Up is Better	99.1%	99%	97.4%	99.8%
Percent of mowing/landscaping routes/locations completed as scheduled	Up is Better	88.6%	75.7%	94.8%	85%
Number Missed Recycling Collections Service Requests	Down is Better	New in 2019	New in 2019	5201	6988
Number Missed Trash Collections Service Requests	Down is Better	New in 2019	New in 2019	13,558	6988
Percent of Alley Cleaning Service Requests Completed within Service Level Agreement	Up is Better	New in 2019	New in 2019	79.9%	85%

Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
5 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	89.7%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	83%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	50%
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	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management - Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available 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.

Operations

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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 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
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)			
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

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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 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
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

Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
1 - Management of scheduled District fleet preventative maintenance (1 Measure)			
Number of scheduled preventative maintenance appointments completed	4089	3767	3148
1 - Management of unscheduled District fleet repairs (1 Measure)			
Number of unscheduled fleet repairs completed	486	20,254	22,735
2 - Parking ticket writing and enforcement (3 Measures)			
Number of parking tickets issued	1,309,118	1,335,896	1,347,948
Number of wanted vehicle alerts sent to MPD	8446	8890	7974
Number of Customer Service Calls Received in Parking Enforcement Call Center	New in 2019	New in 2019	105,175

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
2 - Towing of abandoned and junk vehicles (3 Measures)			
Number of vehicles immobilized via booting	9490	4275	3793
Number of Abandoned Vehicle Investigations Completed	New in 2019	New in 2019	7275
Number of Vehicles Auctioned	New in 2019	New in 2019	2113
2 - Towing of parking violators (1 Measure)			
Number of vehicles towed	27,943	29,215	35,805
4 - Bulk Collection (1 Measure)			
Number of bulk collection service requests	49,329	53,902	55,723
4 - Public space cleaning (2 Measures)			
Number of Alley Cleaning Requests Received	New in 2019	New in 2019	4606
Tons of Mechanical Street Sweeping debris Collected	New in 2019	New in 2019	10,163.3
4 - Solid Waste Education and Enforcement (SWEEP) (1 Measure)			
Number of Solid Waste Enforcement warnings issued	New in 2019	New in 2019	3069
4 - Waste and recycling collections (2 Measures)			
Tons of recycling collected	25,383	26,762.4	26,751.2
Tons of refuse (trash) collected	95,010.2	102,765.8	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	98,428
Total Tons Processed through transfer stations	New in 2019	New in 2019	511,830.9

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Management of Impound Lot (1 Strategic Initiative)		
Impound Lot Operations Efficiency	The Parking Enforcement Management Administration (PEMA) will develop and implement a plan that will reduce vehicle application processing times to five (5) days and increase the number of vehicles auctioned from approximately 40 a month to 200 a month. The efficiencies will result in a more predictable timetable for vehicles being impounded and sold, and maintain adequate space at the impound lot.	09-30-2020
Management of waste diversion policy efforts (3 Strategic initiatives)		
Pilot Yard and Food Waste Curbside Collection	A curbside composting program empowers residents to divert materials like food scraps and yard waste from landfill and is essential for any jurisdiction to reach high levels of waste diversion. It also is an investment in climate action. In Spring 2020 (tentatively May), the District will launch a curbside composting pilot to explore different ways that a curbside composting program can be operationalized, what materials might be accepted, and analyze participation and contamination. The pilot will involve multiple routes in areas of the city that are mixed-use and are high-density, as well as areas that are residential and low-density. The outcomes of the pilot will help inform how a city-wide curbside composting program could be operationalized.	09-30-2020

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
East of the River Composting	DPW's Office of Waste Diversion has received a \$55,000 budget in enhancement to grow composting participation and awareness about benefits of composting in neighborhoods with low food waste drop off participation. Increasing waste diversion and services east of the river helps DPW invest in climate action in the resilience strategy. The program can also help increase understanding and outreach about composting prior to rollout of a curbside program. OWD will use the funds to work with community leaders and select places of worship to support composting, urban garden support and compost bin repairs. The program will give special attention to job creation in the composting industry. There will be a public outreach component associated with this initiative .	09-30-2020
Conduct a Home Composting Incentive Program	Composting is a crucial strategy for increasing our waste diversion rate. DPW continues to encourage composting and will launch the Home Composting Incentive Program that will provide rebates to District residents who purchase home composting systems. The program requires residents to take a composting class to qualify for the rebate. The incentive seeks to encourage more residents to divert their food and yard waste and increases investment in climate action. Food scraps and yard waste together currently make up about 30 percent of what residents throw away. Encouraging residents to make compost keeps these materials out of landfills where they take up space and release methane, a potent greenhouse gas. A public outreach component will be included with this initiative.	09-30-2020
Operation of District fueling stations and procurement of fuel (1 Strategic Initiative)		
Install New Vehicle Charging Stations	The Fleet Management Administration (FMA) will install 20 new dual port electric vehicle charging stations across the district. This multi-step project will include planning and procurement during the first two fiscal quarter and installation, marketing and a usage review during the last two fiscal quarters.	09-30-2020
Parking ticket writing and enforcement (1 Strategic Initiative)		
Creation of Bike Lane Enforcement Team	The Parking Enforcement Management Administration (PEMA) will dispatch 20 parking enforcement officers daily (Monday-Saturday) to provide bike lane enforcement across the city. Additionally, the officers will identify and enforce other safety sensitive or traffic impeding, specifically parking abreast, and no parking zones. A public outreach component will be accompany this initiative.	09-30-2020
Towing of abandoned and junk vehicles (1 Strategic Initiative)		
Enhanced Abandoned Vehicle Enforcement Ward 7&8	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.	09-30-2020
Waste diversion and disposal (1 Strategic Initiative)		
Ward 7 & 8 DPW Weekend Service	The Solid Waste Management Administration (SWMA) will conduct quarterly Pop-up service and education events in Wards 7 & 8. This is designed to allow residents to dispose of bulk waste, shredding, general household waste, in an area more convenient to the residents. Education materials, free compost, and litter-free DC materials will be distributed.	09-30-2020