

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



# 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.

**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.

## 2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
DPW's continued support of the citywide Covid-19 Response	Participating in the citywide response exposed agency personnel to a variety of cross-functional duties and responsibilities. This created a great sense of pride and sense of purpose for the staff, and it contributed to the agency being responsible in the use of its personnel.	DPW personnel served in various roles providing logistics, operations and strategic support for the city's COVID-19 Response. Agency personnel lead city-wide testing, the preparation of the alternative care site, logistical support to social services, PPE distribution and other key tasks associated with the pandemic. This greatly benefited residents as the agency personnel worked in the background to ensure essential pandemic services were provided to the public
Maintaining municipal services through the pandemic	Overall this helped staff morale, and highlighted the importance of DPW staff and their contributions to keep the city operating even in a crisis. Additionally, the agency displayed its ability to nimble and adaptable to the current environment.	The agency has continued providing key municipal services to the city to include parking enforcement and solid waste collections. Not only was these service still provided but the agency maintained a high route completion rate (99%) for trash and recycling collections. It also completed over 2200 abandoned vehicle investigations during the fourth quarter. This let residents know we were still working and addressing service requests even in spite of the staffing and operations challenges.
DPW's successful response to civil unrest in the city	This accomplishment continued to reflect positively on the work of DPW and its employees. It demonstrated the extreme responsiveness of the agency, its willingness to go above and beyond to get the job done even when it falls outside of its purview. This also boosted employee morale and highlighted the importance of DPW as a first responder type entity.	DPW kept the city clean and safe during the civil unrest as a result of protest during the pandemic. The agency performed street cleanings and other sanitation services after riots and protests. This displayed to the residents the city's resilience in the midst of some chaos, and a dedication to the mission of keeping the city clean and safe.

## 2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>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)</b>												
City-wide compliance rate with preventive maintenance appointments	Quarterly	48.5%	59.3%	44.2%	60%	88.4%	78.6%	63.9%	86.5%	79.2%	Met	
Percent of vehicles under five year old	Annually	53.2%	37%	55.1%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	58.7%	Met	
Percent of light vehicle maintenance completed within 48 hours	Quarterly	New in 2019	New in 2019	60%	70%	49.9%	60.9%	76.3%	56.2%	59.8%	Unmet	COVID-19 affected operations and shop efficiency.
<b>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)</b>												
Percent of Tickets Dismissed when Contested	Quarterly	New in 2019	New in 2019	1.8%	3%	0.4%	0.2%	0.3%	0.5%	0.2%	Met	
Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials	Annually	New in 2019	New in 2019	2,014,431	1,760,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1,077,649	Unmet	COVID-19 significantly reduced parking operations thus affecting the number of timings performed.
<b>3 - Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (2 Measures)</b>												
Residential Diversion Rate (percent of solid waste recycled, composted, and reused)	Quarterly	24.5%	25.5%	25.1%	25	No applicable incidents	No applicable incidents	No applicable incidents	Waiting on Data	25%	Met	
Pounds of refuse (trash) collected per resident served per day	Quarterly	5.5	0.6	2.2	2.5	2.02	2.04	2.55	2.57	2.3	Met	
<b>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)</b>												
Percent of residential recycling collection routes completed on scheduled day	Quarterly	97.5%	98.8%	97.3%	99.8%	99.2%	98.2%	99.9%	99.9%	99.3%	Nearly Met	COVID-19 affected staffing and operations which in turn caused increased delayed routes and some carryover of routes.
Percent of residential trash collection routes completed on the scheduled day	Quarterly	99.1%	99%	97.4%	99.8%	99.4%	99.5%	99.9%	99.9%	99.7%	Nearly Met	COVID-19 affected staffing and operations which in turn caused increased delayed routes and some carryover of routes.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of mowing/landscaping routes/locations completed as scheduled	Quarterly	88.6%	75.7%	94.8%	85%	No applicable incidents	No applicable incidents	93.2%	90.7%	90.8%	Met	
Number Missed Recycling Collections Service Requests	Quarterly	New in 2019	New in 2019	5201	6988	1170	1410	1328	1687	5595	Met	
Number Missed Trash Collections Service Requests	Quarterly	New in 2019	New in 2019	13,558	6988	3011	3202	3643	4789	14,645	Unmet	COVID-19 affected operations
Percent of Alley Cleaning Service Requests Completed within Service Level Agreement	Quarterly	New in 2019	New in 2019	79.9%	85%	48.3%	56%	88.8%	64%	65.3%	Unmet	Covid-19 affected operations

## 2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
<b>1 - Management of scheduled District fleet preventative maintenance (1 Measure)</b>							
Number of scheduled preventative maintenance appointments completed	3767	3148	976	608	612	781	2977
<b>1 - Management of unscheduled District fleet repairs (1 Measure)</b>							
Number of unscheduled fleet repairs completed	20,254	22,735	5567	6758	4561	5548	22,434
<b>2 - Parking ticket writing and enforcement (3 Measures)</b>							
Number of parking tickets issued	1,335,896	1,347,948	354,260	349,302	35,988	54,120	793,670
Number of wanted vehicle alerts sent to MPD	8890	7974	2659	2710	362	469	6200
Number of Customer Service Calls Received in Parking Enforcement Call Center	New in 2019	105,175	29,163	30,919	14,111	18,513	92,706
<b>2 - Towing of abandoned and junk vehicles (3 Measures)</b>							
Number of vehicles immobilized via booting	4275	3793	1597	1649	2	0	3248
Number of Abandoned Vehicle Investigations Completed	New in 2019	7275	1573	2001	1632	2259	7465
Number of Vehicles Auctioned	New in 2019	2113	505	668	0	0	1173
<b>2 - Towing of parking violators (1 Measure)</b>							
Number of vehicles towed	29,215	35,805	7891	8992	1861	3277	22,021
<b>4 - Bulk Collection (1 Measure)</b>							
Number of bulk collection service requests	53,902	55,723	12,753	12,555	17,754	19,803	62,865
<b>4 - Public space cleaning (2 Measures)</b>							
Number of Alley Cleaning Requests Received	New in 2019	4606	983	1533	1509	1787	5812
Tons of Mechanical Street Sweeping debris Collected	New in 2019	10,163.3	No applicable incidents	No applicable incidents	2859.9	3517.2	6377.1
<b>4 - Solid Waste Education and Enforcement (SWEEP) (1 Measure)</b>							
Number of Solid Waste Enforcement warnings issued	New in 2019	3069	597	485	71	187	1340
<b>4 - Waste and recycling collections (2 Measures)</b>							
Tons of recycling collected	26,762.4	26,751.2	7048.6	6275	7496.4	6915.8	27,735.8
Tons of refuse (trash) collected	102,765.8	94,487	21,880.5	22,101.1	27,241	27,844.9	99,067.4
<b>4 - Waste diversion and disposal (2 Measures)</b>							
Number of residents dropping off waste at the transfer stations	New in 2019	98,428	24,344	29,987	12,132	27,854	94,317
Total Tons Processed through transfer stations	New in 2019	511,830.9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	474,403.9

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>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)</b>			
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

Operations Header	Operations Title	Operations Description	Type of Operations
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
<b>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)</b>			
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
<b>3 - Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion. (1 Activity)</b>			
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
<b>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)</b>			
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
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
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities)</b>			
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 Organization 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

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Management of Impound Lot (1 Strategic Initiative)</b>				
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.	50-74%	COVID-19 has halted operations, thus affecting the auction of vehicles.	COVID-19 has halted operations
<b>Management of waste diversion policy efforts (3 Strategic initiatives)</b>				
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.	25-49%	DPW will not be piloting curbside food waste collection this year due to the decision that this service will need to be outsourced and funding needed to deploy. The program is cancelled.  Scheduled yard waste pick up pilot originally slated for May 2020 was cancelled due to the coronavirus public health emergency.	This initiative was cancelled as a result of the public health emergency.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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 .	75-99%	"Due to the COVID-19 emergency the program launched in August 2020 with two stewards are working in the Deanwood neighborhood. The stewards are repairing compost bins, gathering yard waste, conducting site visits to the underserved community bins in Ward 7, and providing hands-on support to the Urban Farm at Kelly Miller. Current Projects: <ul style="list-style-type: none"> <li>• Compost Bin Repair and Collection at First Baptist Church of Deanwood – Ward 7</li> <li>• Reactivating the Lederer Community Compost Bin (currently inactive) – Ward 7</li> <li>• Assist with composting efforts at the Farm at Kelly Miller – Ward 7</li> <li>• Repair and Process compost at The Arc Farms – Ward 8</li> </ul> DPW will be establishing a Ward 7, "satellite" drop-off location at the First Baptist Church of Deanwood under the East of the River Compost Stewards program. This "satellite", un-staffed drop-off location on Saturdays from 9-11 am makes the most sense to fall under the East of the River Compost Stewards program because of the virtual zero up-front cost and assurance the food scraps would be composted locally, on-site. Incorporating this location into the Food Waste Drop-off program would cost \$1,900, for comparison."	COVID-19 affected the ability to timely implement
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.	Complete	"Launched in December 2019, the program gives a rebate up to \$75 towards a home composting system once a resident takes a workshop. During COVID-19 Public Health Emergency, DPW shifted the workshops online. This has expanded the reach of the program at the same cost. In the first year, DPW held 10 workshops (8 online and 2 in-person before COVID), with 723 registrants, 463 participants and 89 rebate applications. DPW is looking to continue the online model permanently and expanding the number of workshops. For FY21, DPW plans to hold 12 workshops, which would allow for over 1,000 residents to take the workshop"	
<b>Operation of District fueling stations and procurement of fuel (1 Strategic Initiative)</b>				
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.	0-24%	In Q4 FMA and OCP finalized a contract with a charging station installer. Final plans are being drawn up by engineers for submittal to DCRA and DGS facility managers. Installation should begin on 4 facilities in Q1 of FY21. This is a multi-year project and more charging stations will be brought online throughout FY21 and beyond.	This is a multi-year project and will have phases. COVID-19 did affect the priority of this initiative however it is moving forward in FY-21
<b>Parking ticket writing and enforcement (1 Strategic Initiative)</b>				
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.	Complete	The bike lane enforcement team was created and performed their duties until COVID-19. During this quarter the team reduced its enforcement activities to address safety violations.	
<b>Towing of abandoned and junk vehicles (1 Strategic Initiative)</b>				
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.	Complete	The parking enforcement team continues to respond to abandoned vehicle investigations and clear backlogs. COVID-19 operations have affected work output, as safety violations have been highlighted as the priority for AVI and other parking divisions. The schedule of blitzes has changed, however the division continued to process service requests and remove dangerous vehicles	
<b>Waste diversion and disposal (1 Strategic Initiative)</b>				
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.	0-24%	SWMA will continue to provide cleaning services and respond to service requests, however the coordinated pop-up events will be suspended as a result of COVID-19.	Covid-19 affected the ability of the team to implement this initiative