



**DEPARTMENT OF PUBLIC WORKS**  
**FY 2024 PERFORMANCE PLAN**

**DECEMBER 1, 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, DPWs Fleet Management Administration supports all city services by procuring, fueling, and maintaining thousands of District government vehicles from sedans to heavy equipment.

## 2 2024 OBJECTIVES

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### Strategic Objective

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Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact.

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.

Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.

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.

Create and maintain a highly efficient, transparent, and responsive District government.

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### 3 2024 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
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
Administrative support of District fleet operations	Fleet administration handles management, software, and contracts and procurement for the fleet division.	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
Abandoned and Dangerous Vehicles	Parking investigates and tows vehicles on public and private property when deemed abandoned or dangerous.	Daily Service
Parking Enforcement	To keep parking efficient, safe, and open to meters, citizens and tourists, parking enforcement officers ticket vehicles parked illegally, issues alerts to MPD for wanted vehicle, manages calls from customers related to parking enforcement, and track Residential Parking Permit Timings.	Daily Service
Booting and Towing	The immobilization and towing of vehicles related to parking enforcement.	Daily Service
<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>		

(continued)

Operation Title	Operation Description	Type of Operation
Mowing and Landscaping	Solid Waste Management mows, trims, and cleans up the District's public grounds.	Daily Service
Snow Operations	DPW removes snow in 9 of 15 snow zones and manages the overall snow readiness and operational plan.	Daily Service
Waste diversion and disposal	Solid Waste Management manages the waste streams coming in from public areas, private citizens and special events to keep the District clean.	Daily Service
Waste and recycling collections	Solid Waste Management drives trucks to citizens' households to collect trash and recycling on a weekly or bi-weekly basis.	Daily Service
Public space cleaning	Solid Waste Management manages and removes trash from public litter cans and ensures sidewalks and public areas remain clean.	Daily Service
Bulk Collection	Solid Waste Management picks up private citizen's large waste item directly from their home and brings them to the waste transfer stations.	Daily Service
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 leafs 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

**Create and maintain a highly efficient, transparent, and responsive District government.**

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

## 4 2024 STRATEGIC INITIATIVES

Title	Description	Proposed Completion Date
Safety-Sensitive Parking Enforcement	DPW's Parking Enforcement Management Administration (PEMA) will implement the Rapid Response Team (RRT) pilot program into its regular operations following the expiration of ARPA funds. The RRT will continue prioritizing safety-sensitive parking enforcement requests with a goal response time of two hours. PEMA will strengthen the service delivery model of the RRT operation to improve and maintain effective response times. PEMA will also strengthen the workflow of non-emergency parking enforcement requests routed from 911 to continue supporting District 911 diversion efforts.	9/30/2024
Booting, Towing, and Impoundment Expansion	DPW's Parking Enforcement Management Administration (PEMA) will expand booting and towing enforcement by establishing evening/nighttime shifts and hiring additional staff. The addition of these nighttime shifts will allow DPW to immobilize and impound more scofflaw vehicles. PEMA currently manages two impound lots to store impounded vehicles. PEMA will acquire a third impound lot to expand vehicle storage capacity and meet the demand from increased booting and towing enforcement. It will also improve impound lot management by expanding vehicle disposal methods.	9/30/2024
Equitable participation in waste diversion programs	In FY24, the Office of Waste Diversion will launch a District-wide outreach team aimed at educating residents and businesses about waste diversion practices. The initiative seeks inclusivity and representation in sustainability efforts. Key actions involve targeted community outreach, multilingual materials, and collaborative partnerships. The initiative's success will be measured by the number of contacts and outreach events in wards/neighborhoods with historically low diversion rates and low participation in existing programs. Equitable participation in waste diversion programs benefits include equity, environmental impact, and community empowerment, laying the groundwork for future waste equity workplans that prioritize inclusivity.	9/30/2024

Streamlined Mail Delivery Optimization Initiative (SMDO) for Solid Waste Enforcement and Education Program (SWEEP)

The Streamlined Mail Delivery Optimization Initiative (SMDO) for Solid Waste Enforcement and Education Program (SWEEP) aims to reduce costs by transitioning from certified mail to First Class mail for faster communication while maintaining efficiency. COVID-19 has impacted certified mail reliability, making the switch beneficial. The strategic goals include cost reduction, efficiency enhancement, and risk mitigation through careful assessment. Process streamlining will optimize first-class mail handling. The initiative offers cost savings, improved efficiency, environmental benefits, flexibility, and an enhanced customer experience. By categorizing documents and implementing streamlined processes, SWEEP can achieve significant savings while maintaining quality and compliance.

9/30/2024

## 5 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
<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>					
Percent of vehicles in DC fleet that are five years old or younger	Up is Better	49.7%	49.2%	58.2%	50%
Percent of vehicles in DC fleet that utilize alternative fuel	Up is Better	23.4%	24.8%	18.6%	20%
Percent of light vehicle maintenance completed within 48 hours	Up is Better	57.8%	65.8%	68.8%	70%
DPW compliance rate for preventive maintenance appointments	Up is Better	84.5%	62.8%	84.2%	65%
Percentage of electric vehicles in DPW's fleet	Up is Better	New in 2024	New in 2024	New in 2024	New in 2024
<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>					
Parking Enforcement 311 Service Requests Closed within Service Level Agreement	Up is Better	New in 2023	New in 2023	99%	95%
Abandoned Vehicle- Public Property 311 Service Requests Completed within Service Level Agreement	Up is Better	New in 2023	New in 2023	83.8%	80%
Percent of vehicles released from impound lots in under 38 days	Up is Better	New in 2024	New in 2024	New in 2024	New in 2024
<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	23.9%	25.5%	29.2%	35%
Pounds of refuse (trash) collected per resident served per day	Down is Better	2.3	2.1	1.9	2.5
Residential Recycling Contamination Rate	Down is Better	New in 2022	Not Available	24%	15%
Percent of residential single family food waste diverted through DPW food waste collection programs	Up is Better	New in 2024	New in 2024	New in 2024	New in 2024
<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 Missed Trash Collection Households	Down is Better	1.4%	0.2%	0%	2%
Percent of Missed Recycling Collection Households	Down is Better	2.1%	0.1%	0.1%	2%

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
Percent of Alley Cleaning Service Requests Completed within Service Level Agreement	Up is Better	62%	56.1%	56.9%	85%
Percent of mowing/landscaping routes/locations completed as scheduled	Up is Better	98.1%	99.8%	90%	85%
Percent of residential trash collection routes completed on the scheduled day	Up is Better	98.6%	99.6%	100%	99.8%
Percent of residential recycling collection routes completed on scheduled day	Up is Better	97.7%	99.2%	99.5%	99.8%
Percent of Sanitation Enforcement Service Requests closed within Service Level Agreement	Up is Better	New in 2024	New in 2024	New in 2024	New in 2024
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>					
Percent of Agency 311 Service Requests Closed within Service Level Agreements	Up is Better	New in 2023	New in 2023	84.6%	80%

Workload Measures

Measure	FY 2021	FY 2022	FY 2023
<b>Management of scheduled District fleet preventative maintenance</b>			
Number of preventative maintenance appointments completed	2,524	3,604	3,263
<b>Management of unscheduled District fleet repairs</b>			
Number of unscheduled fleet repairs completed	15,577	26,839	23,482
<b>Abandoned and Dangerous Vehicles</b>			
Number of Abandoned Vehicle Investigations Completed	9,355	6,839	8,416
<b>Booting and Towing</b>			
Number of vehicles towed	22,664	43,395	50,538
Number of vehicles immobilized via booting	1,160	9,383	6,483
<b>Management of Impound Lot</b>			
Number of vehicles auctioned	110	46	64
Number of vehicles impounded	New in 2024	New in 2024	New in 2024
Number of vehicles salvaged	New in 2023	New in 2023	2,533
<b>Parking Enforcement</b>			
Number of parking tickets issued	667,499	1,223,590	1,311,978
Number of wanted vehicle alerts sent to MPD	3,183	7,470	11,496
Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials	507,391	1,819,301	1,955,592
Number of Safety Sensitive Rapid Response 311 service requests	Not Available	177	644
Number of customer service calls received in Parking Enforcement Call Center	84,877	132,810	124,062
Number of service requests completed by Rapid Response Team	New in 2024	New in 2024	New in 2024
Number of Service Requests Completed by Rapid Response Team	New in 2024	New in 2024	New in 2024
<b>Bulk Collection</b>			
Number of bulk collection service requests closed	70,227	67,625	63,426
Number of yard waste service requests closed	Not Available	16,118	23,906
<b>Public space cleaning</b>			
Tons of Mechanical Street Sweeping debris Collected	15,220	4,370.1	2,357.2

Workload Measures (continued)

Measure	FY 2021	FY 2022	FY 2023
Number of Alley Cleaning Requests Closed	5,418	4,330	1,845
<b>Waste and recycling collections</b>			
Tons of recycling collected	28,938.7	24,774.8	25,196.5
Tons of refuse (trash) collected	96,109.1	85,456.6	76,430.8
Number of residents dropping off waste at the transfer stations	56,352	56,115	50,278
Total Tons Processed through transfer stations	370,289	303,647.7	70,908.4