

DEPARTMENT OF PUBLIC WORKSPROPOSED FY 2025 PERFORMANCE PLAN

APRIL 3, 2024



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1 DEPARTMENT OF PUBLIC WORKS

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 PROPOSED 2025 OBJECTIVES

Strategic Objective

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.

3 PROPOSED 2025 OPERATIONS

Operation Title	Operation Description	Type of Operation
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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.

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 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

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.

safety.			
Manageme	nt 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
Abandone Vehicles	d and Dangerous	Parking investigates and tows vehicles on public and private property when deemed abandoned or dangerous.	Daily Service
Parking En	forcement	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 an	d Towing	The immobilization and towing of vehicles related to parking enforcement.	Daily Service

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

Management of waste	The Office of Waste Diversion researches and	Daily Service
diversion policy efforts	implements efforts to reduce the amount of waste	
	going to landfills.	

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.

(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 Wast 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.

Create and maintain a nightly 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 PROPOSED 2025 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact. Percentage of electric vehicles in Up is Better New in New in New in Not Yet 2024 2024 2024 Available Percent of vehicles in DC fleet that Up is Better 24.8% 18.6% 20% 20% 20% utilize alternative fuel DPW compliance rate for preventive Up is Better 62.8% 84.2% 65% 65% maintenance appointments Percent of vehicles in DC fleet that are Up is Better 49.2% 58.2% 50% 50% five years old or younger Percent of tire, tow, small engine and Up is Better New in New in New in Not Yet awnmower vehicle maintenance Up is Better 65.8% 68.8% 70% 70% 2025 2025 Available completed within 24 hours Percent of light vehicle maintenance Up is Better New in New in New in Not Yet 2025 2025 2025 Available 2025 2025 Available 2025 2025 Available 2025 2025 Available 2025 2025 2025 Available 2025 2025 2025 Available 2025 202						
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Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Contamination Rate of Commercial	Down is	New in	New in	New in	Not Yet
Recycling Loads	Better	2025	2025	2025	Available
Percentage of Covered Commercial	Up is Better	New in	New in	New in	Not Yet
Buildings that have Submitted Source Separation Plans		2025	2025	2025	Available
Provide timely, effective, and ecological cleaning, and landscaping services to enly the District of Columbia.	-	_			_
Percent of mowing/landscaping	Up is Better	99.8%	90%	85%	85%
routes/locations completed as scheduled					
Percent of Alley Cleaning Service	Up is Better	56.1%	56.9%	85%	85%
Requests Completed within Service					
Level Agreement					
Percent of Sanitation Enforcement	Up is Better	New in	New in	New in	Not Yet
Service Requests closed within Service		2024	2024	2024	Available
Level Agreement					
Percent of residential recycling	Up is Better	99.2%	99.5%	99.8%	99.8%
collection routes completed on					
scheduled day					
Percent of Missed Recycling	Down is	0.1%	0.1%	2%	2%
Collection Households	Better				
Percent of residential trash collection routes completed on the scheduled day	Up is Better	99.6%	100%	99.8%	99.8%
Percent of Missed Trash Collection Households	Down is Better	0.2%	0%	2%	2%
Percent of collections overtime	Neutral	New in	New in	New in	No Targe
budget utilized		2025	2025	2025	Set
Create and maintain a highly efficient, tra	ansnarent and	-			
Percent of Agency 311 Service	Up is Better	New in	84.6%	80%	80%
Requests Closed within Service Level Agreements	op is bettel	2023	J4.0 /0	50 %	00 /0
Percent of new hires that are District	Up is Better	New in	87 204	No Target	No Targe
residents	op is better		87.2%	Set	Set
Percent of employees that are District	Up is Better	2023 New in	64.5%	No Target	No Targe
residents	oh is perrei	2023	04.5%	Set	Set
Percent of required contractor	Up is Better	New in	78.4%	No Target	No Targe
evaluations submitted to the Office of	op is better	2023	70.470	Set	Set
Contracting and Procurement on time.		2023		361	Jet
Percent of new hires that are current	Up is Better	New in	39%	No Target	No Targe
District residents and received a high school diploma from a DCPS or a District	ob is perrer	2023	JA 10	Set	Set

Public Charter School, or received an equivalent credential from the District of

. Columbia

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	Not Available	No Target Set	No Target Set

Workload Measures

Measure	FY 2022	FY 2023
Management of scheduled District fleet prevent	tative maintenance	
Number of preventative maintenance	3,604	3,263
appointments completed		
Management of unscheduled District fleet repai	irs	
Number of unscheduled fleet repairs	26,839	23,482
completed		
Abandoned and Dangerous Vehicles		
Number of Abandoned Vehicle Investigations	6,839	8,416
Completed		
Booting and Towing		
Number of vehicles towed	43,395	50,538
Number of vehicles immobilized via booting	9,383	6,483
Management of Impound Lot		
Number of vehicles auctioned	46	64
Number of vehicles impounded	New in 2024	New in 2024
Number of vehicles salvaged	New in 2023	2,533
Parking Enforcement		
Number of parking tickets issued	1,223,590	1,311,978
Number of wanted vehicle alerts sent to MPD	7,470	11,496
Number of Residential Parking Permit (RPP)	1,819,301	1,955,592
Timings initiated by parking enforcement officials	, ,,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Number of customer service calls received in	132,810	124,062
Parking Enforcement Call Center		
Number of service requests completed by	New in 2024	New in 2024
Rapid Response Team		
Number of safety sensitive service requests completed	New in 2024	New in 2024
Number of safety sensitive service requests	177	644
received		
Management of waste diversion policy efforts		
Tons of Food Waste Collected from DPW Run	New in 2025	New in 2025
Food Waste Collection Programs		
Bulk Collection		
Number of bulk collection service requests	67,625	63,426
closed		-
Number of yard waste service requests closed	16,118	23,906
Public space cleaning		
Tons of Mechanical Street Sweeping debris	4,370.1	2,357.2
Collected	-	
Number of Alley Cleaning Requests Closed	4,330	1,845
Total tonnage collected from street and alley	New in 2025	New in 2025
cleaning		

Workload Measures (continued)

Measure	FY 2022	FY 2023			
Waste and recycling collections					
Tons of recycling collected	24,774.8	25,196.5			
Tons of refuse (trash) collected	85,456.6	76,430.8			
Number of residents dropping off waste at the transfer stations	56,115	50,278			
Total Tons Processed through transfer stations	303,647.7	70,908.4			