

# Department of Public Works FY2021

**Agency** Department of Public Works

**Agency Code** KTO

**Fiscal Year** 2021

**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.

## 2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Parking Enforcement's implementation of 311 photo upload capabilities while parking enforcement officers are responding to service requests.	The new functionality integrates 311 with parking enforcement's customer service capabilities, thereby increasing efficiencies and streamlining service request information and responses.	This key integration allows residents a real-time update—including photos—on the status of their parking enforcement related 311 requests.
Scheduled District-wide Residential Yard Waste Collection	This program yielded over 2096 service requests resulting in over 30 tons of yard waste diverted from incinerators for reuse. DPW has increased and improved its environmental practices and resource efficiency.	This curbside composting program empowered residents to divert materials such as food scraps and yard waste from landfills, reducing environmental risks. The program aligns with the Mayor's zero waste goal of diverting 80 percent of waste from landfills and waste-to-energy facilities
The Solid Waste Management Administration (SWMA) launched the Solid Waste Education and Enforcement Program (SWEEP) electronic ticketing processing and updated the eSWEEP ticketing system.	The launch and updates integrated the Citywide 311 system with SWMA's Trakster system allowing for real-time updates and timely processing of services requests. They are also mobile device friendly allowing SWEEP inspectors to op	This update and launch increases efficiencies that allows DPW to streamline service requests and fines relating to frequent issues such as illegal dumping and sanitation enforcement.
The Fleet Management Administration established and launched the Rapid Preventative Maintenance Process.	This accomplishment directly contributes to the agency's ability to meet service level agreements; increase workload measures; and improve key performance indicators.	The new rapid process allows District agencies to redeploy their fleet vehicles quicker to support public services for District residents.

## 2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
<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. (4 Measures)</b>											
City-wide compliance rate with preventive maintenance appointments	Quarterly	44.2%	79.2%	60%	89.2%	92.5%	83.2%	74.9%	84.5%	Met	
Percent of vehicles under five year old	Annually	55.1%	58.7%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	49.7%	Nearly Met	The COVID-19 pandemic created supply chain shortages and vehicle deliveries subsequently have been delayed for at least a year.
Percent of light vehicle maintenance completed within 48 hours	Quarterly	60%	59.8%	70%	50.1%	69%	59%	50%	57.8%	Unmet	Due to COVID-19, Fleet adhered to best practices for social distancing and modified work schedules. The reduced staff on shifts impacted the administration's ability to maintain this target completion.
Percent of Alternative Fuel Used	Quarterly	New in 2021	New in 2021	New in 2021	21.3%	17.7%	27.5%	27.1%	23.4%	New in 2021	
<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. (1 Measure)</b>											
Percent of Tickets Dismissed when Contested	Quarterly	1.8%	0.2%	3%	0.1%	0.1%	0.3%	0.2%	0.2%	Met	
<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	25.1%	25%	25%	No applicable incidents	No applicable incidents	No applicable incidents	23.9%	23.9%	Nearly Met	Recycling tonnage has been reduced—presumably as a result of citizens returning to work and the opening of DC for more outdoor activities.
Pounds of refuse (trash) collected per resident served per day	Quarterly	2.2	2.3	2.5	2.29	2.04	2.43	2.2	2.29	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. (7 Measures)</b>											
Percent of residential recycling collection routes completed on scheduled day	Quarterly	97.3%	99.3%	99.8%	99.1%	92.9%	99.6%	99.1%	97.7%	Nearly Met	This shortfall is primarily due to inclement weather events as well as personnel shortages due to COVID-19 exposures.
Percent of residential trash collection routes completed on the scheduled day	Quarterly	97.4%	99.7%	99.8%	99.7%	95%	100%	99.6%	98.6%	Nearly Met	This shortfall is primarily due to inclement weather events as well as personnel shortages due to COVID-19 exposures.
Percent of mowing/landscaping routes/locations completed as scheduled	Quarterly	94.8%	90.8%	85%	No applicable incidents	No applicable incidents	98.5%	97.7%	98.1%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of Alley Cleaning Service Requests Completed within Service Level Agreement	Quarterly	79.9%	65.3%	85%	35.8%	67.5%	81%	66.7%	62%	Unmet	This is a seasonal program that runs from March through October, annually. However the service request is made available throughout the year which results in delayed responses before the season begins.
Residential Recycling Contamination Rate	Annually	New in 2021	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	14.7%	New in 2021	
Percent of Missed Trash Collection Households	Quarterly	New in 2021	New in 2021	New in 2021	0.3%	5%	0.2%	0.2%	4.8%	New in 2021	
Percent of Missed Recycling Collection Households	Quarterly	New in 2021	New in 2021	New in 2021	0.9%	7.1%	0.1%	0.1%	6.9%	New in 2021	

## 2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
<b>1 - Management of scheduled District fleet preventative maintenance (1 Measure)</b>							
Number of preventative maintenance appointments completed	New in 2021	New in 2021	564	726	590	645	2525
<b>1 - Management of unscheduled District fleet repairs (1 Measure)</b>							
Number of unscheduled fleet repairs completed	22,735	22,434	2756	4300	3889	4632	15,577
<b>2 - Parking ticket writing and enforcement (4 Measures)</b>							
Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials	2,014,431	1,077,649	Annual Measure	Annual Measure	Annual Measure	Annual Measure	507,391
Number of parking tickets issued	1,347,948	793,670	52,991	78,987	192,281	343,240	667,499
Number of wanted vehicle alerts sent to MPD	7974	6200	247	74	918	1944	3183
Number of Customer Service Calls Received in Parking Enforcement Call Center	105,175	92,706	14,194	16,353	20,894	33,436	84,877
<b>2 - Towing of abandoned and junk vehicles (3 Measures)</b>							
Number of vehicles immobilized via booting	3793	3248	0	0	0	1160	1160
Number of Abandoned Vehicle Investigations Completed	7275	7465	1973	1939	2359	3084	9355
Number of Vehicles Auctioned	2113	1173	0	0	0	110	110
<b>2 - Towing of parking violators (1 Measure)</b>							
Number of vehicles towed	35,805	22,021	3700	3379	6826	8759	22,664
<b>4 - Bulk Collection (1 Measure)</b>							
Number of bulk collection service requests	55,723	62,865	16,230	15,672	19,699	18,626	70,227
<b>4 - Public space cleaning (2 Measures)</b>							
Number of Alley Cleaning Requests Received	4606	5812	1015	1209	1366	1828	5418
Tons of Mechanical Street Sweeping debris Collected	10,163.3	6377.1	3596	3327	3873	4424	15,220
<b>4 - Solid Waste Education and Enforcement (SWEEP) (1 Measure)</b>							
Number of Solid Waste Enforcement warnings issued	3069	1340	47	201	333	734	1315
<b>4 - Waste and recycling collections (2 Measures)</b>							
Tons of recycling collected	26,751.2	27,735.8	8129.7	7632	6408	6769	28,938.7
Tons of refuse (trash) collected	94,487	99,067.4	24,763.1	21,550	25,972	23,824	96,109.1
<b>4 - Waste diversion and disposal (2 Measures)</b>							
Number of residents dropping off waste at the transfer stations	98,428	94,317	16,259	7768	12,979	19,346	56,352
Total Tons Processed through transfer stations	511,830.9	474,403.9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	370,289

## 2021 Operations

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>		
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

Operations Title	Operations Description	Type of Operations
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>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>		
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>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>		
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>		
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 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>5 - Create and maintain a highly efficient, transparent, and responsive District government. (4 Activities)</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

## 2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Management of waste diversion policy efforts (2 Strategic initiatives)</b>				
Residential Recycling Cart Tagging	DPW's Office of Waste Diversion has received a \$308,000 grant from The Recycling Partnership to support the improvements of the residential recycling program. The goal is to reduce the level of contamination found in the recycling containers and to increase participation. DPW will be tagging a minimum of 15,000 DPW-serviced households for a minimum of 4 weeks to reduce contamination per container at the neighborhood level. DPW will also be conducting sorting, both pre and post tagging, to understand how levels of contamination have improved. The program can also help increase understanding of what is recyclable and what is not. There will be a public outreach component associated with this program.	Complete	We have completed the tagging program of 16,969 households. We have tagged recycling carts across all 8 Wards over a 9 week period which also included two routes where we piloted rejection at the curb. In phase 1, we tagged 2,120 recycling carts over a period of 4 weeks across 8 routes, one in each Ward. In phase 2 we tagged 3,169 recycling carts over a period of 5 weeks across 8 different routes, one in each Ward. During the last two weeks of Phase 2, two routes piloted rejecting contaminated carts at the curb, leaving them for the residents to correct. Due to delivering the initial tagging campaign in time and under budget, OWD was able to complete an additional 6,500-household tagging campaign in September of FY21, expanding the curbside rejection pilot to all 8 Wards. Results of this year's tagging program will be shared via an ArcGIS Story Map to be released on November 15th (America Recycles Day).	
Establish baseline for multi-family building compliance for recycling requirements	While there are numerous trash and recycling requirements for multi-family buildings in the District, DPW does not currently track whether or not apartments, condominiums, and cooperatives comply with these requirements in a systematic way. To verify whether a building is compliant or not, under OWD's guidance and direction, SWEEP inspectors will perform an on-site inspection of 400 identified buildings that have been selected with proportional representation by ward, building size, building type, price/square foot, and affordability. In addition to an overall compliance rate, this effort will afford OWD granular	Complete	SWEEP inspectors have inspected 200 multi-family properties with another 200 identified for inspection in FY 22. Data has been collected through the facilitation of surveys to assess (by proxy of a small sample size) multi-family recycling compliance across the city. OWD will review all survey results in early FY 22 and utilize that data to influence ongoing multi-family education and outreach through the recently completed multi-family recycling toolkit. This initiative is now closed and was fully executed.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Office of Information Technology Services (1 Strategic Initiative)</b>				
Rubicon Collections Pilot	<p>Rubicon Pilot for Collections: During Q1 of FY21, DPW IT will leverage a Zero-Cost pilot to collect and analyze data related to collections in the District of Columbia, by:</p> <ul style="list-style-type: none"> <li>Monitoring and collecting real time data on the City's solid waste, recycling, and bulk operations in order to further increase operational efficiency;</li> <li>Optimize bulk and other ad hoc, point to point routing, and provide dynamic routing through in-truck technology;</li> <li>Improve accuracy and responsiveness to customer service requests in "real time";</li> <li>Utilize existing vehicles to gather additional community insights – graffiti, potholes, etc - as the City staff conduct daily routes</li> </ul> <p>The information collected will help inform DPW operations and lead to efficiencies in various divisions in the agency.</p>	Complete	The Rubicon pilot has concluded and the agency is reviewing the data produced by the vendor to ascertain how the technology may be useful for the agency. The vendor presented their findings and demoed the web-based and mobile applications for the senior leadership team. It was well received and the agency is actively using rubicon technology in its refuse packers.	
<b>Operation of District fueling stations and procurement of fuel (1 Strategic Initiative)</b>				
Install New Vehicle Charging Stations	<p>Install New Vehicle Charging Station: The Fleet Management Administration (FMA) will continue its multi-year initiative which includes installing 20 new dual port electric vehicle charging stations across the district. During FY-21 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. The agency plans to install 5 charging stations during this phase.</p>	Complete	DPW has completed installation of 124 EV chargers this FY. Plans for additional stations are underway and will continue into next FY.	
<b>Public space cleaning (1 Strategic Initiative)</b>				
Ward 7&8 Public Space Cleaning Initiative	<p>The Solid Waste Management Administration will conduct a citywide sanitation blitz involving street and alley services, illegal dumping and overall sanitation enforcement. There will be a specific focus on Wards 7&amp;8 where mechanical street sweeping will occur along major corridors and unposted routes. The objective is to provide special services to underserved wards. The initiative will commence in the Fall, Spring and conclude in the Summer months.</p>	Complete	SWMA has engaged with Clean City and residents to target "high impact" locations to remove bulk trash, illegal dumping, and cut-back overgrowth. SWEEP inspectors identified target areas and coordinated with SWMA crews to complete each "blitz."	
<b>Towing of abandoned and junk vehicles (1 Strategic Initiative)</b>				
Ward 7&8 Abandoned Vehicle Blitz	<p>The Parking Enforcement Management Administration (PEMA) will plan and execute monthly enhanced enforcement and removal of abandoned vehicles in Wards 7 &amp; 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.</p>	Complete	The parking division conducted several blitzes in the Ward 7 and 8 communities resulting in the removal of several abandoned and dangerous vehicles. Additionally the team cleared their abandoned vehicle backlog in salesforce, and conducted several walks with ANC Commissioners.	