



**DEPARTMENT OF PUBLIC WORKS
FY 2025 PERFORMANCE PLAN**

NOVEMBER 26, 2024

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1 INTRODUCTION

This document is the Fiscal Year 2025 Performance Plan for the Department of Public Works.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.	“Number of public art projects completed”
Quality	Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	“Percent of citations issued that were appealed”

(continued)

Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 DEPARTMENT OF PUBLIC WORKS OVERVIEW

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.

Objectives:

1. Operations and Infrastructure Resiliency
2. Resource Optimization
3. High-Performing and Innovative Workforce
4. Environmental Sustainability
5. Customer Satisfaction and Stakeholder Support
6. Efficient, Transparent, and Responsive Government

Structures:

1. Parking Enforcement Management Administration (PEMA)
2. Solid Waste Management Administration (SWMA)
3. Fleet Management Administration (FMA)
4. Human Capital Administration (HCA)
5. Communications (Comms)
6. Office of Information Technology Services (OITS)
7. Office of Waste Diversion (OWD)
8. Safety & Security Administration (SSA)

3 OBJECTIVES

3.1 OPERATIONS AND INFRASTRUCTURE RESILIENCY

Ensure core services and infrastructure sustainably, effectively, and safely meet the changing needs of the District.

No Related Measures

3.2 RESOURCE OPTIMIZATION

Effectively allocate and utilize the District's resources.

No Related Measures

3.3 HIGH-PERFORMING AND INNOVATIVE WORKFORCE

Develop and support an engaged and highly skilled workforce to achieve DPW's mission.

No Related Measures

3.4 ENVIRONMENTAL SUSTAINABILITY

Provide sustainable services to and for residents, businesses, and visitors to reduce the District's impact on the environment.

No Related Measures

3.5 CUSTOMER SATISFACTION AND STAKEHOLDER SUPPORT

Proactively provide a positive customer experience through comprehensive and timely service.

No Related Measures

3.6 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
DPW staff Employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	NA	34.67%	No Target Set
District Resident Employees	Outcome	Up is Better	64.54%	65.18%	No Target Set
New hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	39.02%	40%	No Target Set
New hires that are District residents	Outcome	Up is Better	87.16%	76.51%	No Target Set
Required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	78.38%	40%	No Target Set

4 ADMINISTRATIVE STRUCTURES

4.1 PARKING ENFORCEMENT MANAGEMENT ADMINISTRATION (PEMA)

PEMA's mission is to 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. PEMA investigates and tows vehicles on public and private property when deemed abandoned or dangerous. It manages the impound lot that stores and disposes of vehicles that have been towed for parking illegally or pose a safety threat. It also tows or boots vehicles related to parking enforcement.

Activities under Parking Enforcement Management Administration (PEMA):

1. Vehicle Towing & Immobilization: The immobilization (booting) and towing of vehicles related to parking enforcement.
2. 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.
3. Abandoned and Dangerous Vehicles: Parking investigates and tows vehicles on public and private property when deemed abandoned or dangerous.
4. Impound Lot Operations: The impound lot stores and disposes of vehicles that have been towed for parking illegally or pose a safety threat.

4.2 SOLID WASTE MANAGEMENT ADMINISTRATION (SWMA)

SWMA's mission is to 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. It does this through the following activities: grounds maintenance, snow and ice removal, trash and recycling collections, public space cleaning, bulk collections, transfer station management, leaf collection, and enforcement of sanitation regulations.

Activities under Solid Waste Management Administration (SWMA):

1. Sanitation Regulation Enforcement: Solid Waste Education and Enforcement (SWEET) within SWMA investigates potential sanitation disposal infractions and conducts training and education to inform the public about proper solid waste disposal.
2. Leaf Collection: In the fall, the Solid Waste Management team conducts citywide tours to collect leaves from public spaces. This seasonal activity helps to maintain clean and safe public areas by removing fallen leaves that could otherwise clog storm drains, create hazards, or hinder public enjoyment of parks and streets. The collected leaves are often composted or processed into mulch, contributing to the city's sustainability efforts and reducing waste sent to landfills. This initiative ensures the city's cleanliness and supports environmental conservation.
3. Transfer Station Operations: 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. It also manages the waste streams coming in from public areas, private citizens and special events to keep the District clean.
4. 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.
5. Public Space Cleaning: Solid Waste Management manages and removes trash from public litter cans and ensures sidewalks and public areas remain clean.
6. Trash & Recycling Collections: Solid Waste Management drives trucks to citizens' households to collect trash and recycling on a weekly or bi-weekly basis.

7. Snow & Ice Removal: DPW removes snow in 9 of 15 snow zones and manages the overall snow readiness and operational plan.
8. Grounds Maintenance: Solid Waste Management mows, trims, and cleans up the District's public grounds.

4.3 FLEET MANAGEMENT ADMINISTRATION (FMA)

FMA's mission is to enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact. Fleet Management Administration is responsible for Fuel Services, Scheduled Fleet Maintenance, Unscheduled Vehicle & Equipment Repairs, Fleet Consumables, Vehicle & Equipment Acquisitions, and Fleet Administrative Support. Behind the scenes, DPW's Fleet Management Administration supports municipal operations by procuring, fueling and maintaining thousands of District government vehicles, from sedans to heavy equipment. Fleet Management also is responsible for purchasing environmentally friendly, alternative-fuel vehicles (AFV) for the city.

Activities under Fleet Management Administration (FMA):

1. Fleet Administrative Support: Fleet administration handles management, software, and contracts and procurement for the fleet division.
2. Vehicle & Equipment Acquisitions: DPW assists agencies with vehicle acquisition and tracks vehicle age and repair history.
3. Fleet Consumables: Fleet consumables tracks and buys asset parts and pieces.
4. Unscheduled Fleet Maintenance: 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.
5. Scheduled Fleet 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.
6. 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.

4.4 HUMAN CAPITAL ADMINISTRATION (HCA)

HCA manages Human Resources, labor relations, and employee development. They oversee recruitment, hiring, and benefits administration while maintaining accurate employee records. The team also engages in collective bargaining, resolves conflicts, and ensures compliance with labor laws. Additionally, they develop training programs, provide career development resources, and facilitate performance management to enhance employee skills and professional growth. This comprehensive support ensures a well-managed and motivated workforce.

Activities under Human Capital Administration (HCA):

1. Training: The Training Group provides DPW employees with comprehensive training and education programs. These programs cover career development, skills enhancement, leadership, employee benefits, policies and procedures, performance management, compensation information, and credentialing. The training group ensures that employees are well-equipped with the knowledge and skills needed to excel in their roles and advance in their careers. This holistic approach to employee development supports the overall mission of DPW and contributes to a knowledgeable and competent workforce.
2. Human Capital: The Human Capital team manages Human Resources and supports labor relations and employee development.

4.5 COMMUNICATIONS (COMMS)

The Comms team runs the Clearinghouse for public information, supports community meetings and interactions, and creates informational flyers for DPW routine and special activities. They are responsible for managing DPW's branding and public education efforts, ensuring consistent and effective communication across all platforms. This team plays a critical role in engaging with the community, providing essential information, and promoting DPW's initiatives. Their work helps to build a positive public image and keep residents informed about DPW's services and activities.

Activities under Communications (Comms):

1. Communications: The Communications team runs the Clearinghouse for public information, supports community meetings and interactions, and creates informational flyers for DPW routine and special activities. The Communications team handles DPW's branding and education.

4.6 OFFICE OF INFORMATION TECHNOLOGY SERVICES (OITS)

OITS supports the entire agency with software acquisition and management as well as data management and analysis. They ensure that DPW has the necessary technological tools and infrastructure to operate efficiently. By overseeing software procurement and maintenance, OITS enables the smooth operation of various applications critical to DPW's functions. Additionally, they manage and analyze data to support informed decision-making and strategic planning across the agency, ensuring data integrity and accessibility.

Activities under Office of Information Technology Services (OITS):

1. Information Technology: The Office of Information Technology Services (OITS) supports the entire agency with software acquisition and management as well as data management and analysis.

4.7 OFFICE OF WASTE DIVERSION (OWD)

OWD researches and implements efforts to reduce the amount of waste going to landfills. They focus on strategies such as recycling, composting, and waste reduction programs to promote sustainable waste management practices. By identifying and promoting innovative solutions, the office aims to minimize the environmental impact of waste and support the District's sustainability goals. Their efforts include community outreach and education to encourage participation in waste diversion initiatives.

Activities under Office of Waste Diversion (OWD):

1. Waste Diversion: The Office of Waste Diversion researches and implements efforts to reduce the amount of waste going to landfills.

4.8 SAFETY & SECURITY ADMINISTRATION (SSA)

SSA is responsible for facility maintenance, ensuring all DPW buildings and equipment are properly maintained and safe. They oversee safety protocols and training to prevent accidents and injuries, manage special events to ensure compliance with safety standards, and handle emergency management to prepare for and respond to any incidents that may arise. By implementing comprehensive safety measures and maintaining readiness for emergencies, the administration safeguards the well-being of employees and the public while supporting the agency's operational efficiency.

Activities under Safety & Security Administration (SSA):

1. Safety: The Safety Group under the Safety and Security Administration (SSA) plays a crucial role in ensuring the well-being of DPW employees and the public. They are responsible for developing and enforcing comprehensive safety protocols across all DPW facilities, including routine inspections, hazard assessments, and safety audits. The group conducts regular safety training sessions for employees, focusing on best

practices, emergency response, and compliance with safety regulations. They also coordinate with other departments to ensure safety measures are integrated into all special events and projects. Additionally, the group manages emergency preparedness and response plans, ensuring the agency is equipped to handle various emergencies effectively. Through these efforts, the Safety Group promotes a culture of safety and prevention, aiming to minimize risks and enhance the overall safety environment within DPW.

2. Facility Maintenance: The Facility Group in SSA is responsible for ensuring all DPW buildings and equipment are properly maintained and safe. This includes conducting regular facility inspections, managing routine and preventive maintenance tasks, and ensuring compliance with safety standards. By maintaining a safe and secure environment, the administration supports the overall efficiency and effectiveness of DPW operations.

5 ADDITIONAL MEASURES

Measure	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Communications					
Media Inquiries Acknowledged Within 2 Business Hours	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Community and Media Engagement Events	Quantity	Up is Better	New in 2025	New in 2025	New in 2025
DPW created Media Stories/Promotions on DPW Operations	Quantity	Up is Better	New in 2025	New in 2025	New in 2025
Facility Maintenance					
Plumbing & Electrical Inspection Compliance Rate	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Quarterly Facility Safety and Maintenance Inspection Completion Rate	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Scheduled Facility Maintenance tasks completed per Workorder SLA	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Net Facilities Work Orders assigned within 48hrs	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Equipment Marked for Property Disposal Action (PDA)	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Fuel Services					
Alternative Fuel Utilization	Outcome	Up is Better	18.6%	28.99%	20%
Unleaded Gasoline Consumption	Quantity	Down is Better	New in 2025	New in 2025	New in 2025
Grounds Maintenance					
Percent of Grounds Maintenance Locations Meeting QA/QC Requirements	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Human Capital					
Average Time to Fill Vacant Positions (Job Posting to Offer Acceptance, Target <60 Days)	Efficiency	Down is Better	New in 2025	New in 2025	New in 2025
Impound Lot Operations					
Percent of Vehicles Released from Impound Lots <38 days	Efficiency	Up is Better	New in 2024	66.55%	No Target Set
Information Technology					
IT Incidents Resolved Annually	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
IT Trainings Provided	Quantity	Up is Better	New in 2025	New in 2025	New in 2025

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Measure	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Parking Enforcement					
Violations Issued for Parking Abreast of Another Vehicle	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Violations Issued for Obstructing Crosswalk	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Violations Issued for Stopping, Standing, or Parking in Bike Lanes to Vehicles	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Total Unpaid Ticket Amount for Persistent Parking/Traffic Violators	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Total Amount of Vehicles Impounded for Unpaid Fines	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Public Space Cleaning					
Grounds Maintenance Completed on Schedule	Efficiency	Up is Better	90%	98%	85%
Streets and Alleys Meeting QA/QC Requirements	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Streets and Alleys Cleaned on Schedule	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Tons from Street and Alley Cleaning	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Safety					
Percent Change in Accidents/Incidents	Outcome	Down is Better	New in 2025	New in 2025	New in 2025
Sites Complying with Bi-Annual Safety Site Inspection Standards	Quality	Up is Better	New in 2025	New in 2025	New in 2025
Safety Training Sessions Conducted	Quantity	Up is Better	New in 2025	New in 2025	New in 2025
Sanitation Regulation Enforcement					
SWEEP Community Engagement Activities	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Scheduled Fleet Maintenance					
Citywide Compliance Rate for Preventive Maintenance Appointments	Efficiency	Up is Better	84.2%	53.73%	65%
Heavy Vehicle Maintenance Completed within 48 hours	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Light Vehicle Maintenance Completed within 48 hours	Efficiency	Up is Better	68.8%	43.68%	70%
Citywide Miles Driven	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Trash & Recycling Collections					
Recycling Routes Complete by End of Collection Day	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Trash Routes Complete by End of Collection Day	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025

(continued)

Measure	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Trash Collection Routes Delayed	Efficiency	Down is Better	New in 2025	New in 2025	New in 2025
Residents Usage of Transfer Stations	Quantity	Neutral	50,278	38,863	*
Tons of Recycling Collected	Quantity	Neutral	25196.5	28187.38	*
Tons of Non-Recyclable Waste Collected	Quantity	Neutral	76430.8	92920.99	*
Tons Processed at Transfer Stations	Quantity	Neutral	70908.39	292062.17	*
Unscheduled Fleet Maintenance					
Average Distance Traveled by DPW-managed Vehicles between Failures Requiring Repair	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Vehicle & Equipment Acquisitions					
Citywide Fleet Availability Percentage	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Electric Vehicles in DPW's Fleet	Outcome	Up is Better	New in 2024	16.74%	No Target Set
Light Duty Vehicles in Citywide Fleet <5 years old	Outcome	Up is Better	58.18%	47%	50%
Citywide Fleet GHG Emissions Reduction	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Waste Diversion					
Residential Diversion Rate	Efficiency	Up is Better	29.19%	N/A	35%
Citywide Diversion Rate	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Commercial Recycling Contamination Rate	Outcome	Down is Better	New in 2025	New in 2025	New in 2025
Residential Recycling Contamination Rate	Outcome	Down is Better	24%	N/A	15%
Covered Commercial Buildings with Submitted Source Separation Plans	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Residential Food Waste Diverted through DPW Food Waste Programs	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Change in Compliance Rate of Recycling Regulations Due to OWD Outreach	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Surveyed Commercial Buildings in Full Compliance with Recycling Regulations	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Per Capita Waste Generation	Quality	Down is Better	New in 2025	New in 2025	New in 2025
Tons of Food Waste Collected from DPW Programs	Quantity	Up is Better	New in 2025	New in 2025	New in 2025

*Specific targets are not set for this measure

6 ADDITIONAL ACTIVITIES

Activity Name	Activity Description
Performance Management	The Data, Analytics and Research Administration (DARA) empowers the Department of Public Works by providing strategic planning, performance management, and data analytics to optimize resource allocation, enhance operational efficiency, and drive continuous improvement. Through collaboration, innovation, and a commitment to excellence, DARA ensures that DPW delivers world-class services to the residents and businesses of the District of Columbia.

7 PROJECTS

7.1 EQUITABLE PARTICIPATION IN WASTE DIVERSION PROGRAMS

Proposed Completion Date: September 30, 2025

In FY24, the Office of Waste Diversion launched a District-wide outreach team aimed at educating residents and businesses about waste diversion practices. This initiative will continue in FY25. 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.

Related Measures: Residential Food Waste Diverted through DPW Food Waste Programs; Tons of Food Waste Collected from DPW Programs

Related Administrative Structure: Office of Waste Diversion (OWD)

7.2 ANNUAL LAUNCH OF 3-5 MEDIA CAMPAIGNS

Proposed Completion Date: June 30, 2025

This Strategic Initiative seeks to increase stakeholder engagement. The goal is to launch or relaunch 3 to 5 campaigns annually. Each campaign should be designed to generate significant social and local media buzz, enhancing public engagement and awareness of DPW operations. This initiative will inform the development of a KPI and/or WM for FY25. This measure assesses DPW's effectiveness in creating impactful campaigns that attract media attention and community involvement.

Related Measures: Community and Media Engagement Events

Related Administrative Structure: Communications (Comms)

7.3 ASSESS & DEFINE TRAINING EFFECTIVENESS

Proposed Completion Date: June 30, 2025

Evaluate the effectiveness of training programs offered to employees within the Department of Public Works by measuring the improvement in job performance, skills acquisition, and the applicability of training content to daily tasks. Effective training ensures that employees are well-equipped with the necessary knowledge and skills to perform their duties efficiently and adapt to new challenges and technologies. From this assessment project, we can develop a KPI for FY26.

Related Administrative Structure: Human Capital Administration (HCA)

7.4 ASSESS & DEFINE EMPLOYEE ENGAGEMENT AND SATISFACTION METRICS

Proposed Completion Date: June 30, 2025

Strategic initiative to assess and define overall level of employee engagement and satisfaction within the Department of Public Works. Initiative will focus on defining satisfaction for the workforce, defining engagement for the Agency, and determining the best method to obtain the information such as through regular surveys and feedback mechanisms. High engagement and satisfaction levels are critical for maintaining a productive workforce, reducing turnover rates, and enhancing the quality of services provided to the public. The goal is to have a solidified path forward to begin tracking engagement and satisfaction as a KPI in FY26.

Related Administrative Structure: Human Capital Administration (HCA)

7.5 ENHANCING PUBLIC SAFETY THROUGH TARGETED ENFORCEMENT OF HIGH-DOLLAR SCOFFLAW VEHICLES

Proposed Completion Date: September 30, 2025

The District of Columbia Department of Public Works (DPW) will launch a pilot program aimed at improving road safety by targeting vehicles that have accrued \$3,000 or more in outstanding parking and traffic enforcement tickets. These vehicles, referred to as “scofflaw vehicles,” contribute to traffic congestion, safety hazards, and revenue losses for the District. The initiative will involve the deployment of specialized teams equipped with License Plate Readers (LPRs) to identify and remove these high-risk vehicles from the streets. The program will be supported by overtime staffing and collaboration with sister agencies, such as the DC Department of Transportation (DDOT), to ensure efficient and effective operations.

Related Administrative Structure: Parking Enforcement Management Administration (PEMA)