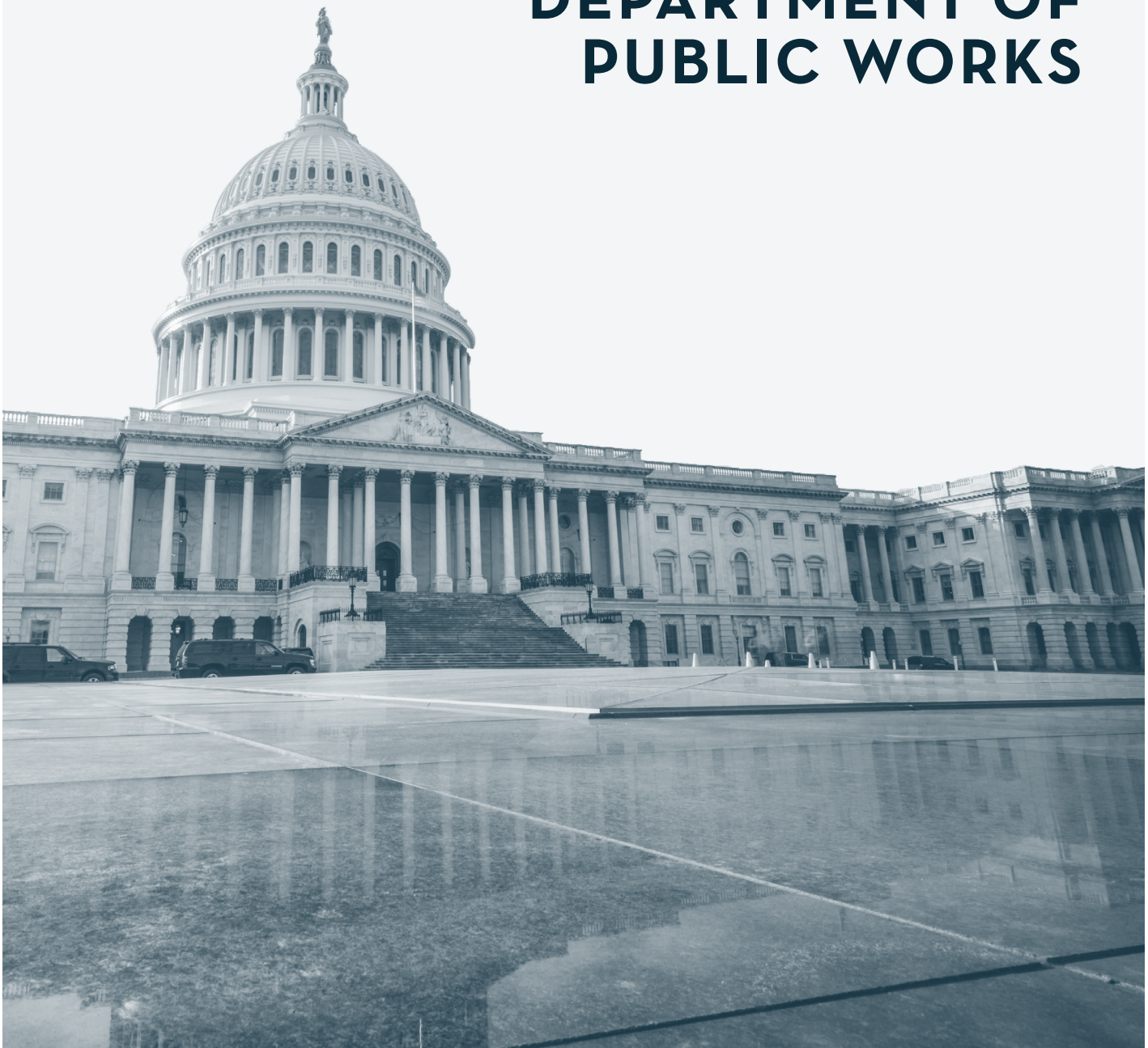


20 19 STRATEGIC PLAN

DISTRICT OF COLUMBIA
**DEPARTMENT OF
PUBLIC WORKS**



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Global and national trends, coupled with local challenges, have profoundly impacted the operations and management of municipal organizations across the United States. For the District of Columbia's Department of Public Works, these trends include everything from foreign market shifts impacting demand for recycled goods, and more delivery vehicles vying for space on DC's curbs; to the need to serve a city that operates 24/7/365, and build a fleet that decreases the city's carbon footprint—opportunities are everywhere.



The District of Columbia's Department of Public Works (DC DPW) delivers essential public services that improve the quality of life in the District. Our team keeps the nation's Capital clean, healthy, accessible, and safe by providing sanitation, parking enforcement, and seasonal services. DC DPW also manages the District's fleet, ensuring that all District agencies can reliably deliver their services. Each of these areas is impacted by increasingly stringent regulations, rising costs, and pressure to continue the outstanding service our community and customers expect. This strategic plan will help our agency build on our strengths, understand our challenges, and set priorities for the coming years.

It is with our eyes on the future that we transition from developing to implementing this plan. The road map outlined in this document was developed with extensive stakeholder engagement and collaboration. We

spoke to employees from all positions and DPW administrations and gave everyone in the agency the opportunity to offer input. We reached out to the Mayor's Office, elected officials, and other DC agencies to learn more about what they expected from DC DPW. We also reached out to our community, the most important stakeholders of all, to understand how we can better serve them. This plan was designed with that feedback in mind and is our response to what we've heard.

I want to thank everyone who participated in this process and for their ongoing support in helping us in our commitment to achieve our vision:

To be a world-class customer service provider, keeping our nation's Capital clean, healthy, accessible, and safe.

Chris Geldart
Director

INTRODUCTION



The District of Columbia Department of Public Works (DC DPW) initiated a strategic planning process in June 2018 to update its organizational vision and develop a framework for guiding the organization into the future. The framework will help guide investment, allocate resources, and provide a structure for annual strategy reviews to assure that long-term goals and objectives are achieved.

PROCESS

DC DPW's strategic planning process was designed to ensure:

- › A shared vision of DC DPW's ultimate goals. Organizations driven by clear purposes and shared values have a greater capacity to succeed than those who are not.
- › A collective understanding of the available resources, the environment, and the principles upon which strategies will be based.
- › Acceptance for the direction and urgency of integrating the strategic and operating plans, into the way DC DPW is operated on a day-to-day basis.

To achieve these goals, DC DPW's strategic planning process involved input from a broad group of internal and external stakeholders. Major elements of the process included:

- › **Stakeholder Input:** Input was obtained from DC DPW's leadership team and employees through a combination of interviews, an online employee survey with 480 responses, and focus groups. Focus groups were also conducted with external stakeholders, including DC residents, sister agencies, City Administrator's Office, constituent representatives, Mayor's Office of Community Relations and Services, business improvement districts, advisory neighborhood commissions, and Directors of Constituent Services.
- › **Foundation Workshop:** A Core Strategic Planning Team (Core Team), consisting of members of DC DPW's senior management, met to consider the stakeholder input and to draft the organization's Vision, Values, Mission, and Goals.
- › **Goal Team Involvement:** Teams of employee subject matter experts were created, drawing from across the organization, to further define DC DPW's goals and provide input to the Core Team on measures and strategies.
- › **Strategy Workshop:** The Core Team reviewed the input from the Goal Teams, to make preliminary decisions concerning the content to be included in the final plan.
- › **Goal and Core Team Review:** After documentation of the Strategy Workshop results, the Goal Teams and the Core Team reviewed and revised, as necessary, the elements of DC DPW's strategic plan.

DC DPW PROFILE

DC DPW has three divisions: Solid Waste Management (SWMA), Parking Enforcement Management Administration (PEMA), and Fleet Management Administration (FMA).



SWMA

Ensures the cleanliness of the District's residential neighborhoods, high-visibility commercial areas, gateway corridors, and industrial zones through a combination of direct services, education, and enforcement

Programs and Services:

- > Waste Diversion
- > Sustainability
- > Waste Management Policy
- > Trash/Recycling Collection
- > Solid Waste Education and Enforcement
- > Special Programs/Events



PEMA

Ensures parking opportunities for District residents, businesses, and visitors by encouraging voluntary compliance with parking regulations

Programs and Services:

- > Parking Violation Enforcement
- > Towing
- > Vehicle Immobilization
- > Abandoned Vehicles

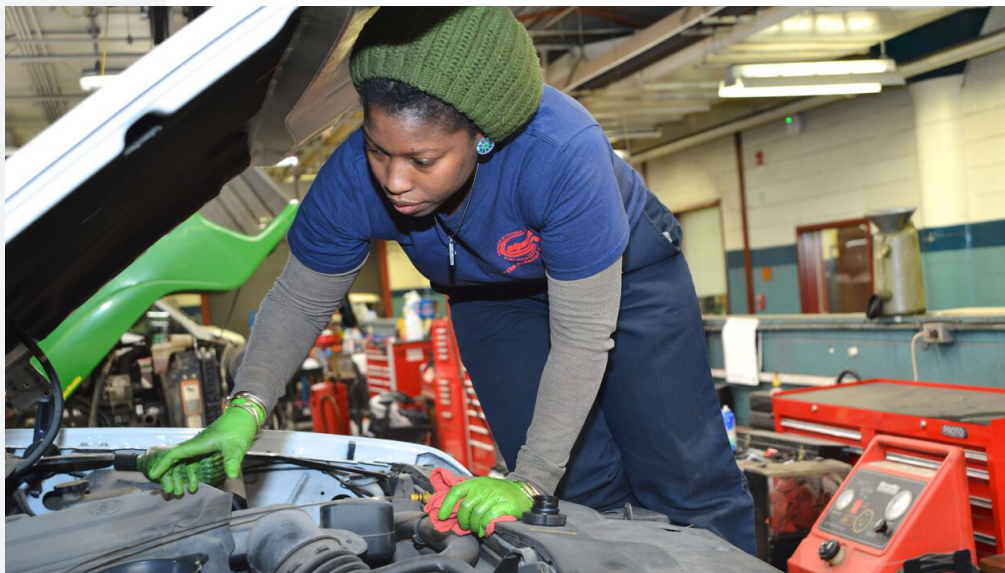


FMA

Improve business processes to ensure mission-critical equipment is available for all agencies

Programs and Services:

- > Fuel Services
- > Fleet Maintenance
- > Unscheduled Vehicle and Equipment Repairs
- > Vehicle and Equipment Acquisitions



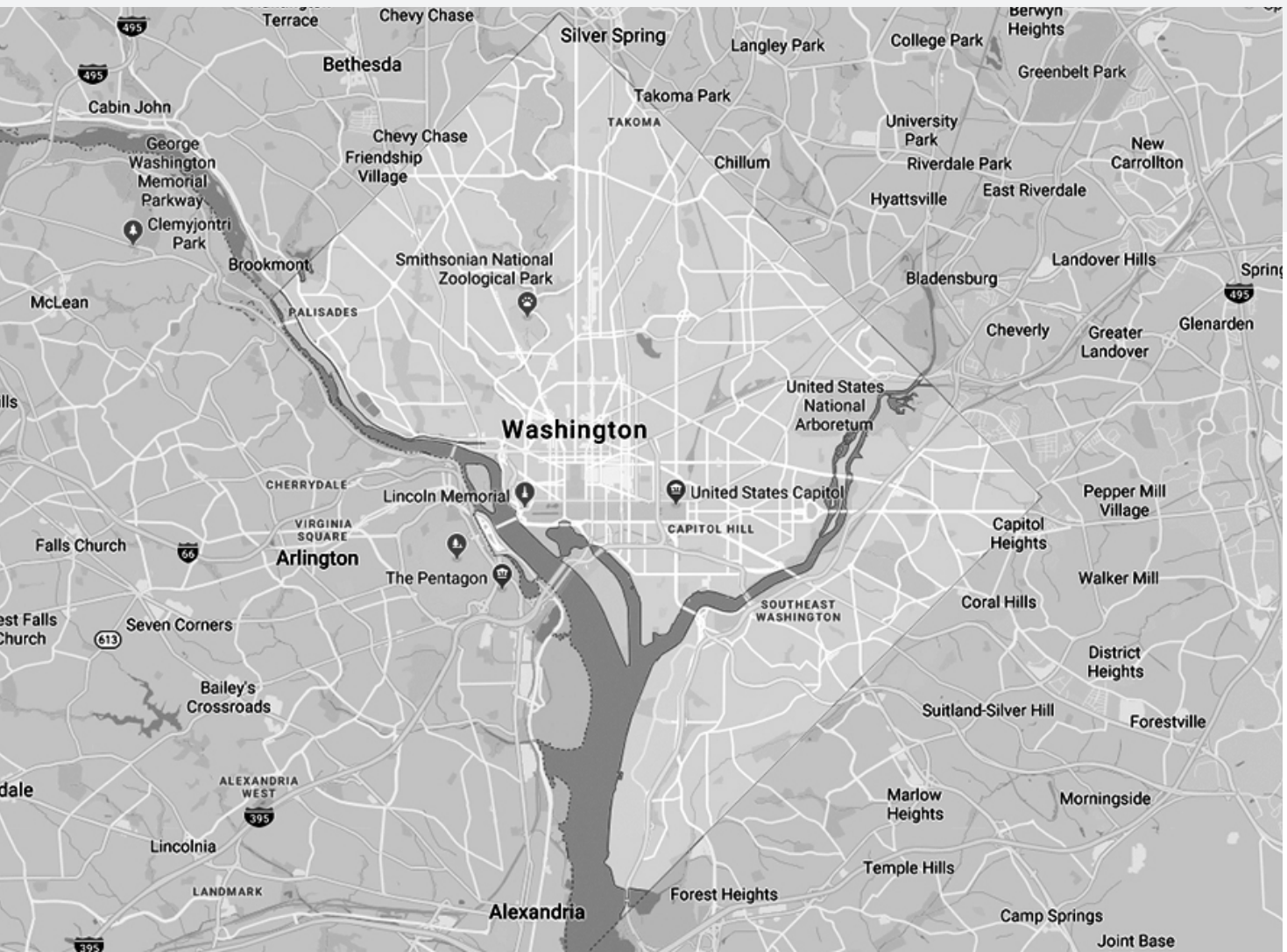
ENVIRONMENTAL SCAN

DC DPW'S OPERATING ENVIRONMENT WAS DOCUMENTED USING:

An analysis of community demographics and other external influences (Community Profile)

Stakeholder input, key industry trends, and their potential impact on the organization

The Organization's Strengths, Opportunities, Aspirations, and Results (SOAR)



COMMUNITY PROFILE

The District of Columbia was founded in 1790 when both Maryland and Virginia ceded land to the new territory, creating a distinct area to serve as the United States capital. President George Washington chose the final site along the Potomac and the Anacostia Rivers as the location of Washington City. The city of Washington was consolidated with the District of Columbia in 1871. Today the District is made up of a group of neighborhoods, each offering unique contributions to the overall community.

As the Nation's Capital, the District of Columbia is the seat of the Federal government as well as home to many important historical sites commemorating US history. The District has a strong tourism industry with numerous museums, theaters, parks, historical sites, and sporting event centers. The National Mall and Memorial Parks include over a dozen monuments and memorial sites as well as close to 150 statues, fountains, and park spaces in the downtown area. According to the National Travel and Tourism Office, 22.8 million people visited the District in 2017, a 3.6% increase over 2016. In addition to daily tourists, the District also welcomes thousands of commuters from surrounding areas and within the greater metro area. Most commuter transit still occurs by private car, putting a strain on parking and roads.

The population of the District of Columbia has grown to over 700,000, according to the US Census Bureau, which places it in the top 20 cities by population. The median household income in 2017 was \$77,649, as compared to \$93,370 for the nearby city of Alexandria, \$78,916 for Maryland and \$68,766 for Virginia. According to the Bureau of Labor Statistics, the leading workforce industries in the District are government, professional and business services, education and health services, and leisure and hospitality. The District is home to residents with diverse racial backgrounds and a wide range of

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ages. The median age is 34 with 40% of the population 20-40 years of age, 12% at 65 and over and 18% under 18. As a result of its diverse and growing community, the city has introduced initiatives focused on sustainability, inclusion for all ages, small business growth, and technology access.

The Department of Public Works provides the sanitation services, parking enforcement, and vehicle fleet management for the District of Columbia. This includes services such as snow removal, parking and curbside management, trash and recycling collection, litter collection, graffiti removal, neighborhood cleanups, removal of abandoned vehicles, and special events support. The residents and businesses depend on DC DPW to keep the District clean and accessible.



INDUSTRY TRENDS & LOCAL CONTEXT

The services provided by DC DPW are central to ensuring the District's sustained vitality. To achieve continued success, DC DPW must address several national, regional, and local trends of particular significance as it works to update and implement its strategic plan. These include meeting future regulatory requirements, changing resident behaviors, and addressing growing concerns about the impact of global climate change. These, and other challenges, must be considered to adequately plan for the organization's future.

Key trends, expectations for the future, and potential DC DPW responses are presented on the following pages.



TREND #1

Population

CURRENT SITUATION

Almost 750,000 people reside in the District of Columbia, according to the US Census Bureau, and with only 61 square miles of land, the population density is approximately 12,000 people per square mile. During the work week, the population swells to more than one million as commuters arrive from Virginia and Maryland. The population of the entire Washington metropolitan area is over 6 million. Consistent with national trends, the District's population declined from 1950-2000 when residents left inner city areas for the suburbs. The population has grown steadily since then, increasing approximately 7.5% between 2010 and 2019. With this rate of population growth, DC DPW will need to focus more resources on external communication, workforce development, and innovative technology, and may lead to private sector competition for services that DC DPW has traditionally provided.

POTENTIAL DC DPW RESPONSES

- › Study long-term waste disposal options
- › Increase proactive communication with residents regarding DC DPW programs and services
- › Ensure that workforce development efforts meet future needs of delivering services efficiently and make use of innovative technology

TREND #2

Operating Environment

CURRENT SITUATION

As the Nation's Capital, the District of Columbia is a major political and financial hub for the United States. DC DPW works closely with the other City Departments and is supported by the Mayor (through the Mayor's sustainability goals) and the Council of the District of Columbia. The District's economy is robust, but some DC DPW programs require additional funding to continue to meet existing service levels.

POTENTIAL DC DPW RESPONSES

- › Continue to leverage the positive political environment and public support for composting and other public works initiatives
- › Continue to advocate for adequate financial resources, while looking for new opportunities to serve other government and non-government agencies to generate additional revenue
- › Look for cost savings or efficiencies, including partnerships with other agencies



TREND #3

Regulations

CURRENT SITUATION

Like many public agencies across the nation, DC DPW faces increased regulation and enforcement. With regard to the Parking Enforcement Administration, residents are beginning to opt out of vehicle ownership, but the District has seen an increase in food and parcel delivery drivers on the roads and in neighborhoods. As such, private vehicle owner citations will likely decrease, while commercial vehicle citations may increase. Resident education, enforcement actions, permitting, and facilities will all impact how solid waste, recycling, compost, and other materials are collected and how the collection routes and programs are designed.

POTENTIAL DC DPW RESPONSES

- › Implement existing short- and long-term regulatory compliance activities
- › Investigate and/or pilot a Pay-as-You-Throw Program

TREND #4

Workforce


CURRENT SITUATION

Internal and external stakeholders praised DC DPW's excellent and experienced workforce. More than 1,400 employees work across the organization, and employees consider it a strength that they can move between the Administrations with relative ease. DC DPW maintains a focus on training and development to ensure alignment between employee skill sets and DC DPW's position descriptions. Some programs may need additional staff allocations to operate effectively and meet established service levels.

POTENTIAL DC DPW RESPONSES

- › Ensure that organizational knowledge is captured and transferred effectively
- › Look for opportunities to right-size employee and financial resources
- › Continue to focus on formal and informal training to develop employee skills and competencies, and work to ensure that employees are utilized in positions that align with their skillsets.





Integrating new tools will allow for increased efficiency and streamlined operations, but will require robust training and support for employees.

TREND #5

Technology

CURRENT SITUATION

The District's population, residents, and employees are becoming more technologically savvy. DC DPW is in the process of upgrading its legacy systems and integrating more modern tools. Integrating new tools will allow for increased efficiency and streamlined operations, but will require robust training for employees training and support for employees. External stakeholders, including representatives from sister agencies and the City Administrators, recognized DC DPW's skills in data analytics and using it to improve operational performance.

POTENTIAL DC DPW RESPONSES

- › Continue to acquire new technology
- › Continue to work on integrating systems, advancing data analytics, and communicating the value of new systems
- › Increase resources to support technology initiatives

TREND #6

Resident Expectations

CURRENT SITUATION

In the resident focus group, participants cited core services, communication, community partnerships around special parking needs and waste management as key strengths of DC DPW. Tech-savvy residents are quickly changing the definitions of "fast" and "responsive" interacting with government agencies 24/7 on social media. Residents expect self-service options and a one-stop shop for information. However, generational differences in communication preferences will continue and need to be addressed. Disparate technology systems prevent DC DPW from organizing around one-call resolution.

POTENTIAL DC DPW RESPONSES

- › Continue to work on understanding resident expectations
- › Support the new MyDPW app/portal, which allows residents to sign up for real-time parking information by block, street sweeping schedules, leaf collection alerts, etc.
- › Continue outreach to ensure that customers know what services DC DPW provides



TREND #7

Social/Cultural Trends

CURRENT SITUATION

DC DPW's service population is diverse, and so are its needs. According to the US Census Bureau, more than 17% of the population speaks a language other than English and 56% of adults over 25 have bachelor's degrees, as compared to 35% of the general population. The median household income in 2017 was \$77,649, and the median home price is just under \$600,000, driving the classification of the District as an area with a high cost of living. The District has embraced the idea of being a 24-7 city, even going so far as hiring 'Night Mayor' in 2018 to oversee its nightlife and culture. A cultural shift toward waste reduction, recycling, and composting is also occurring within the District as it works to increase its waste diversion rate.

POTENTIAL DC DPW RESPONSES

- › Offer a diverse portfolio of services to reach different populations
- › Consider services to improve convenience for growing populations (e.g. bulk pick-up programs for apartment complexes)
- › Collaborate with other agencies (e.g. Department of General Services, Department of Energy and Environment) to address District trends and achieve shared goals

TREND #8

Environmental Impacts

THE CURRENT SITUATION

In 2017, at the inaugural North American Climate Summit, Mayor Bowser pledged to make the District carbon-neutral and climate resilient by 2050 at the inaugural North American Climate Summit. The Sustainable Solid Waste Management Amendment Act of 2014 requires a plan to achieve an 80% diversion rate from landfills and waste-to-energy facilities. DC DPW's Office of Waste Diversion has been charged with developing a Zero Waste Plan, and serving as a liaison between the District and neighboring jurisdictions in developing regional waste reduction/diversion campaigns.

POTENTIAL DC DPW RESPONSES

- › Implement the climate adaption plan and adjust operations to react to climate change
- › Evaluate and implement initiatives to lower DC DPW's carbon footprint
- › Meet intermittent carbon and diversion targets



TREND #9

Increased Risk Profile

CURRENT SITUATION

While the DC DPW service area is susceptible to natural disasters, including snow, hurricanes, and flooding, residents and stakeholders continue to expect reliable services. Additionally, the District is considered a target for man-made disasters, making safety and security a high priority. As a result, DC DPW is increasing safety training and programming.

POTENTIAL DC DPW RESPONSES

- › Continue to prepare for different events, including natural disasters, cyber threats, etc., through tabletop exercises, drills, and other activities
- › Identify funding opportunities to improve risk management activities



STRENGTHS & OPPORTUNITIES & ASPIRATIONS & RESULTS

DC DPW utilized a Strengths, Opportunities, Aspirations, and Results (SOAR) analysis to form the basis for its strategic plan. This technique, known as Appreciative Inquiry, is part of the environmental scan and provided valuable input to the strategic plan development process.



Identification of **Strengths** led to the development of a vision and mission that build upon what the organization does extremely well. When prioritized, these included:

- › Employees are adaptable, proactive, responsive, and committed to services
- › Quality service provision
- › Positive impact on the community's quality of life
- › Scaling up and transitioning well for shifting seasonal services



The Core Team's **Aspirations** focused on the expectations of both internal and external stakeholders. DC DPW aspires to be:

- › The cleanest city in the United States
- › The best place to work
- › Financially sustainable
- › Exceptionally efficient and operationally successful
- › Leader in integrated and innovative technology and data services



An analysis of **Opportunities** helped the Core Team identify and explore innovative approaches for meeting future needs. Major opportunities fell into the categories of:

- › Customer satisfaction and stakeholder support
- › High-performing and innovative workforce
- › Environmental sustainability
- › Operations and infrastructure resiliency
- › Resource optimization



Results help to measure strategic progress. The most significant indicators include:

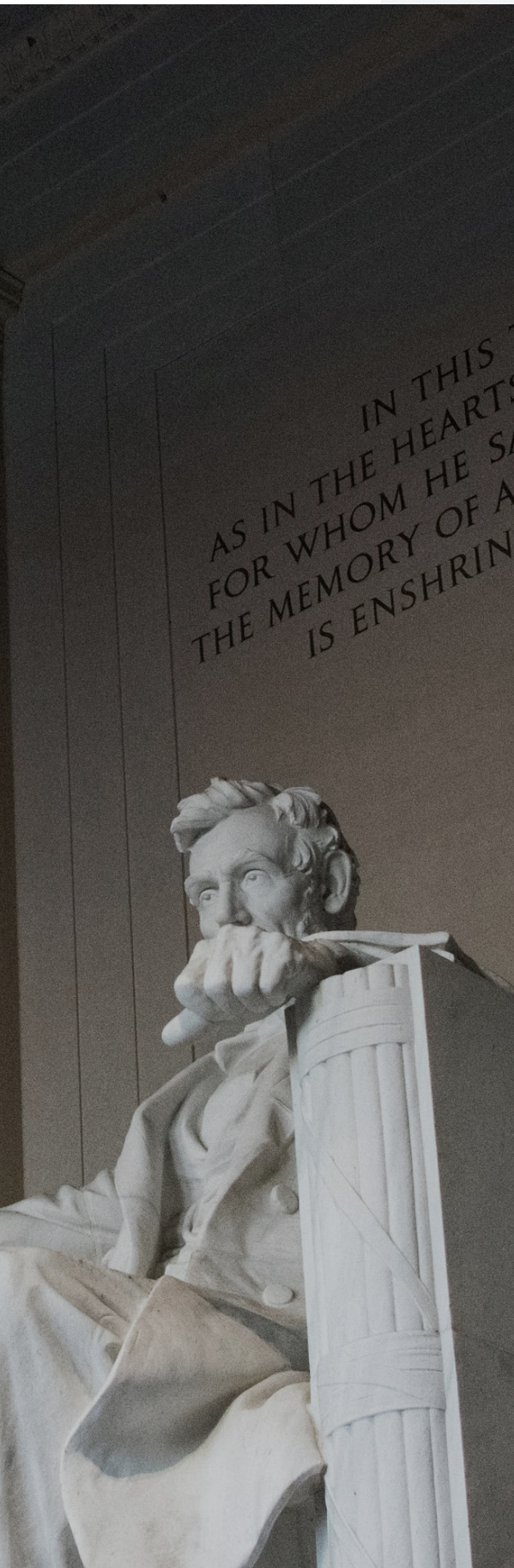
- › Customer satisfaction and stakeholder partnerships
- › Employee development
- › Environmental footprint reduction
- › Operational reliability and effectiveness
- › Technology adoption and integration



STRATEGIC DIRECTION

This Strategic Plan serves as a blueprint for future decision making. The plan provides a structure for annual strategic reviews to ensure that goals and objectives remain relevant over time. This plan lays out a course of action for making the fundamental decisions that will shape DC DPW's future.

The Strategic Plan contains the organization's vision and mission statement, and the values, goals, measures and strategies to implement it. It addresses DC DPW's current challenges and helps to position DC DPW, its operations and resources, for future success.



VISION

Implementation of this plan will enable DC DPW to achieve its desired future state:

To be a world-class customer service provider, keeping our nation's Capital clean, healthy, accessible, and safe.

MISSION

The Mission describes the organization's purpose and role within the service area:

DC DPW improves the quality of life in the District by providing sustainable sanitation, parking enforcement, fleet, and seasonal services through the collective action of our dedicated team.

VALUES

The core team identified DC DPW's most deeply held beliefs, to help guide the organization and its employees into the future. Those values are incorporated into the following value statement:

DC DPW is committed to:

- › **Integrity - Doing the right thing**
- › **Teamwork - Working together to achieve common goals**
- › **Innovation - Focusing on creativity and continuous improvement across the organization**
- › **Quality - Providing safe, reliable, and customer-focused services**

GOALS

Goals provide the framework for implementing DC DPW's vision and mission.



Customer Satisfaction and Stakeholder Support



Proactively provide a positive customer experience through comprehensive and timely service

DC DPW recognizes the importance of both internal and external engagement and showing genuine interest in solving problems. We are proud to remain focused and committed to meeting the needs of our customers and supporting the District's many communities.

High-Performing and Innovative Workforce



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

A high performing workforce requires individuals who are skilled and dedicated. We will attract, retain, motivate, and develop exceptional employees who make significant contributions to the organization's success.

Environmental Sustainability



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

DC DPW is a District leader in creating partnerships, developing initiatives, and taking action to lessen environmental impact through waste diversion, carbon and greenhouse gas reduction, and operational efficiency programs.

Operations and Infrastructure Resiliency



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

We are proud of the many services that we offer to District residents, businesses, and governmental agencies. Ensuring consistent delivery of vital services demands that we maintain and renew our infrastructure systems and continuously improve our operations.

Resource Optimization



Effectively allocate and utilize the District's resources

We recognize the importance of making the most of our human, natural, and financial resources. Our commitment to reliability, efficiency, and effective service delivery incorporates innovative solutions from across the organization and the industry.

MEASURES AND STRATEGIES

Measures define accomplishment for each goal, and strategies are key resource allocations that should be made over the next several years. These critical elements, as well as the vision, values, mission and goals, included in the strategic framework are outlined in the following pages.

BOUNDARIES

The strategies included in DC DPW's strategic framework were designed to be innovative and creative with consideration of budgetary, regulatory, legal, and policy boundaries.

STRATEGIC FRAMEWORK

Vision

To be a world-class customer service provider, keeping our nation's Capital clean, healthy, accessible, and safe.

Mission

DC DPW improves the quality of life in the District by providing sustainable sanitation, parking enforcement, fleet, and seasonal services through the collective action of our dedicated team.

Values

DC DPW is committed to:
Integrity
Doing the right thing

Teamwork
Working together to achieve common goals

Innovation
Focusing on creativity and continuous improvement across the organization

Quality
Providing safe, reliable, and customer-focused services



"The Preferred Choice"

Goals



CUSTOMER SATISFACTION AND STAKEHOLDER SUPPORT

Proactively provide a positive customer experience through comprehensive and timely service



HIGH-PERFORMING AND INNOVATIVE WORKFORCE

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



ENVIRONMENTAL SUSTAINABILITY

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



OPERATIONS AND INFRASTRUCTURE RESILIENCY

Ensure core services and infrastructure meet the changing needs of the District in a sustainable, effective, and safe manner



RESOURCE OPTIMIZATION

Effectively allocate and utilize the District's resources

Measures

1. Increase % of 'Satisfied' or 'Very Satisfied' customer ratings
2. Increase the # of outreach and community engagement events
3. Increase the % of 311 service requests completed on time

Strategies

1. Ensure timeliness of solid waste collection and disposal services
2. Implement two-way communications programs to inform, understand and anticipate the needs of the public and partner agencies
3. Enforce parking regulations to effectively and safely manage curb space
4. Implement improvements to the call center to enhance customer service

1. Increase % of total positions filled by internal promotions
2. Improve year over year the Employee Net Promoter Score (0-10)
3. Increase the # of quarterly employee recognitions
4. Increase \$ saved completing process improvement projects

1. Enhance DC DPW's training and development program to meet operational needs, provide flexibility, and support career path opportunities
2. Partner with the District and other organizations to recruit qualified employees
3. Establish a culture and processes to encourage innovation throughout the organization and meet the evolving needs of our internal and external stakeholders
4. Recognize and reward employee accomplishments

1. Decrease the % of contamination in residential recyclables
2. Increase % of commercial recycling compliance
3. Increase % of residential solid waste recycled, composted, and reused
4. Decrease % of fuel emissions associated with DC DPW operations

1. Develop and implement a Solid Waste Management Plan for the District of Columbia
2. Implement a Zero Waste Plan for the District of Columbia
3. Identify and implement opportunities to increase the District's waste diversion rate and reduce contamination
4. Expand efforts to reduce DC DPW's greenhouse gas emissions and other operational impacts

1. Increase % of vehicles under 5 years old
2. Decrease loss work accident rate
3. Implementation of facilities improvement plan

1. Ensure that adequate equipment, fleet, and facilities are acquired, maintained, and improved to meet service needs
2. Ensure that critical operations are adaptable, responsive, resilient, and safe during normal and adverse conditions
3. Upgrade existing and develop future infrastructure to advance environmental goals

1. Achieve top quartile performance against industry benchmarks for cost per ton of refuse collected and processed (solid waste)
2. Decrease the cost per ticket issued (parking)
3. Achieve top quartile performance against industry benchmarks for annual maintenance cost by vehicle type

1. Implement process improvement efforts to increase efficiencies
2. Identify and leverage opportunities for shared services, revenue enhancement, and alternative service delivery
3. Develop and implement an information technology plan for the selection, application, and adoption of modern technology

COMMUNICATION

Through this strategic plan, DC DPW has committed to improving internal and external communications. Effective communication is critical not only for the successful implementation of the strategic plan, but also for DC DPW's overall success. The issue of communication, which surfaced in the stakeholder input process, is called out specifically, but also cuts across the various strategic goals. Communications could be enhanced through several efforts, including:

- › Enhancing use of multi-disciplinary teams to manage issues and projects
- › Developing and implementing a proactive outreach and engagement plan
- › Ensuring a consistent, streamlined flow of communication internally and externally
- › Expanding team building and networking, tying individual contributions to overall organizational success



Enhanced communications will be a major initiative throughout the organization to ensure that all teams and individuals are working toward implementation of the vision and mission.

IMPLEMENTATION

The goals, measures, and strategies address a series of initiatives and projects that, when implemented, will move DC DPW toward achievement of its desired outcomes. Attention and focus on strategy implementation is essential to achieving strategic success. Elements of the implementation process include:

Leverage Teams

Continuing to use goal teams that are knowledgeable, energized and committed to the implementation of the strategies for different goals. These teams will:

- › Draft implementation plans for each strategy that will include:
 - Tasks necessary for implementation
 - Assigned individuals or groups
 - Due dates for key tasks
 - Resources required
- › Monitor implementation progress
- › Report on implementation progress to senior management

Involve Senior Management

During the implementation process, the teams will communicate with senior management concerning issues such as:

- › Implementation progress
- › Resources required (people, money, equipment, etc.)
- › Strategies, which after initial implementation efforts, may require updates
- › Achievement of objectives



Strategic planning guides analysis of the present to help create a vision of the future. DC DPW has developed a strategic plan that will provide a guide to the organization's long-term strategic success.



Our vision is “to be a world-class customer service provider, keeping our nation’s Capital clean, healthy, accessible, and safe.” To make that future a reality, we must have a plan in place to guide us in making the right decisions and the right investments of our limited time and resources.

This plan was created with the input of our staff and external stakeholders to ensure that we meet and exceed their expectations. DC DPW is grateful to all the individuals who took the time to provide input during this strategic planning process, and we look forward to sharing our progress and success as we work to achieve our shared goals.



“The Preferred Choice”

DPW.DC.GOV