

GOVERNMENT OF THE DISTRICT OF COLUMBIA
EXECUTIVE OFFICE OF THE MAYOR



District Department of the Environment

Public Report on Recycling
Fiscal Year 2008

INTRODUCTION

The District of Columbia is pleased to issue its Fiscal Year (FY) 2008 Report pursuant to D.C. Law 7-226, the “D.C. Solid Waste Management and Multi-Material Recycling Act of 1988”. The report presents an overall evaluation of the recycling activities of the District of Columbia for FY 2008. The report contains information as required by D.C. Law 7-226, D.C. Official Code §8-1014 (2001). The “Act” requires the Government of the District of Columbia to develop an annual recycling report that includes:

- an analysis of the overall success of the residential, commercial and District government building recycling programs in meeting the statutory recovery targets;
- an analysis of solid waste and recycling tonnage, cost, revenue;
- a progress report on enforcement activities;
- updates on the District Government’s public education and outreach efforts;
- an evaluation of the District Government’s mandatory recycling program; and
- information on sustainable practices, including - but not limited to - Environmental Preferable Purchasing (EPP), and new procurement policies and directives.

The FY 2008 Report format follows that of the FY 2005-07 and FY 2004 submissions, which incorporated recommendations submitted to the Government of the District of Columbia by the Environmental Planning Commission based upon its review of the District of Columbia’s FY 2003 Annual Report.

RECYCLING PROGRAM OVERVIEW

The FY 2008 Report summarizes the District's major accomplishments in residential and commercial recycling, waste prevention and recycling efforts in District Government-occupied buildings and environmentally preferable purchasing. The report also highlights DPW's Residential Waste Sort and the establishment of public space recycling in the Downtown DC and Capitol Hill Business Improvement Districts (BIDs). Finally, the report details some of the challenges the District faces in its efforts to not only achieve, but surpass, its statutorily required solid waste diversion rates.

The primary goal of the District's recycling program is to promote environmentally sound policies and procedures that reduce waste and improve the health and quality of life for District residents, government employees and visitors. A major component of this effort includes increasing recycling rates within the District's residential and commercial sectors, as well as in the District Government's owned and leased facilities. The lead agencies responsible for implementing the District's recycling programs are the Department of Public Works (DPW), the Office of Contracting and Procurement (OCP), and the Department of Real Estate Services (DRES)¹. The District Department of the Environment (DDOE) was given shared responsibility for recycling policy and outreach, in addition to providing annual report writing in a January 2009 Mayor's Order (see Appendix).¹

DPW implements the District's residential collection and commercial education and enforcement programs. The residential recycling program serves approximately 103,000 single-family and buildings with three or fewer housing units annually in the District. Multi-family dwellings with four or more units and larger commercial buildings are served by private disposal haulers. The District's recycling activities in the commercial sector focus primarily on compliance with District recycling laws in multi-family apartments, office buildings and businesses. DPW's Office of Recycling leads this effort.

DRES spearheads recycling activities in the District Government owned buildings and provides technical support to tenant agencies and building managers of leased facilities in support of the City's overall diversion goal. DRES educates employees on the importance and ease of recycling and the District's regulatory requirements. In addition, DRES ensures that janitorial and hauling contractual language clearly defines performance expectations and conducts facility assessments to corroborate contractor performance and agency participation. The combined efforts of these agencies resulted in a number of positive outcomes in FY 2008.

The following information provides a snapshot of the District's overall recycling efforts for FY 2008:

- The amount of trash collected in the District's Four Core Buildings (John A. Wilson Building, Frank D. Reeves Center, One Judiciary Square Building, and Henry Daly Municipal Building) decreased by 70% when compared to its highest level in FY 2004

¹(The Department of Real Estate Services was formerly the Office of Property Management prior to August 1, 2009).

- Waste diversion stands at 41% in the District's Four Core Buildings
- The District's residential recycling program achieved a diversion rate of 20.81% and the estimated overall diversion rate from the citywide waste stream was 25.2% by the end of FY 2008
- More than 127,783 tons of recyclable materials were reported as being collected from commercial establishments in the District
- 5,171 commercial inspections - resulting in 1,410 violations - were conducted to ensure compliance with District recycling laws, which is the highest number of inspections to date since 2003

RESIDENTIAL, COMMERCIAL AND CITYWIDE RECYCLING

Residential Recycling Tonnages and Diversion Rates

The District continues to provide residential recycling collection service for approximately 103,000 single-family residences (defined as having three units or less) in the District of Columbia. Residential recycling collection is single stream with paper, plastics, glass and metal recyclable items collected together in one 32-gallon rolling bin. DPW also composts a portion of the leaves collected during the annual seasonal leaf collection program.

In FY 2008, DPW conducted a residential waste sort analysis to get a better idea of the types of material that are currently recycled, as well as the percentage and composition of recyclable items in the residential waste stream. The waste sort revealed that 22% of the material collected through DPW's residential solid waste collection service population is recyclable. The study also found that District residents are recycling newspapers, cardboard, plastic bottles, and green and brown glass at rates higher than the national average. Textiles and yard waste represented other major volumes in the waste stream that have the potential to be recycled if markets and resources for collection services become available (see Appendix).

Table 1 shows the tonnage of waste and recyclables collected by DPW from the residential sector, the number of reported missing recycling collections and the number of recycling bins requested. In FY 2008, the tonnage (30,885 tons) and percentage (20.81%) of recyclable collected from the residential sector was greater than any other year recorded. Missed collections (3,126) were lower than previous recorded years and recycling bins requested by residents were at an all time high (5,609). Table 2 highlights the increase in recycling tonnage from one year to the next, with a 19% increase in recycling collection in FY 2008.

Table 1: FY 2004 - FY 2008 Residential Recycling Collections

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Residential Waste Stream Tons	160,116	167,344	141,776	146,217	148,403
Recycling Tons*	21,835	28,621**	29,224	24,883	30,885
Residential Recycling Missed Collections Reported	6,140	7,300	3,558	4,464	3,126
Residential Recycling Bins Requested	4,467	3,824	4,969	4,210	5,609
Diversion Rate	13.6%	17.1%	20.61%	17.02%	20.81%

* includes residential collections, scrap metal recycled from bulk collections, hazardous and electronic waste recycled, and yard waste composted.

** The FY 2007 Recycling Report contains a misprint in Table 1 for the value of Recycling Tons in FY 2005. Despite this misprint, the correct diversion rate value was provided in Table 1 in FY 2007. The % change from previous year in Table 2 was based on the incorrect value, but has been corrected. The correct value for recycling tons (28,621 tons) and % change from previous year (31%) are represented in this year's report.

Table 2: FY 2004 - FY 2008 Percentage Change in Residential Recycling Collections

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Tons Collected*	21,835	28,621**	29,224	24,883	30,885
% Change from Previous Year	1%	31%	3%	-15%	19%

* includes residential collections, scrap metal recycled from bulk collections, hazardous and electronic waste recycled, and yard waste composted.

** The FY 2007 Recycling Report contains a misprint in Table 2 for the value of Recycling Tons in FY 2005. The % change from previous year in Table 2 was based on the incorrect value, but has been corrected. The correct value for recycling tons (28,621 tons) and % change from previous year (31%) are represented in this year's report.

Total percentage of materials diverted from the waste stream

Calculating a precise diversion rate requires that the District Government know the total trash and recycling being disposed by the residential and commercial sectors. However, the District faces a challenge that other jurisdictions do not generally face when measuring recycling rates since Washington, DC, is located between two states. The District Government only offers waste and recycling collection services to residential areas (defined as any residential building with three or fewer dwelling units) thus private haulers provide all commercial recycling collection, often crossing District lines for both collection and tipping at transfer stations. Without a closed system and direct accountability of collection vehicles, it is only possible for the District to provide estimates of recycling rates. While these figures do not capture the District's entire waste stream, they do reflect the waste stream that passes through District-owned transfer stations or that which is reported as recycled by haulers that are registered with DPW. Table 3 shows that the tonnage of recyclable material collected from the residential sector (30,885 tons), reported from the commercial sector (127,783 tons), and processed at District transfer stations (501,702 tons) was greater in FY 2008 than any other year reported. The Table also shows FY 2008 to have the highest recycling rate reported for the District since FY 2004.

Table 3: FY 2004 - FY 2008 Percentage of material diverted and recycled from the total waste stream of DC

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Residential Recycle Tons Collected*	21,835	28,621***	29,224	24,883	30,885
Commercial Recycle Tons Collected**	47,000	79,588	83,260	68,235	127,783
Transfer Station Tons Processed		445,000	497,736	443,493	501,702
Estimated Diversion Rate	New in FY05	16.8%	19.36%	18.20%	25.2%

* includes residential collections, scrap metal recycled from bulk collections, hazardous and electronic waste recycled, and yard waste composted

** all companies did not report

*** The diversion rate for FY 2005 in Table 3 has been corrected in the FY 2008 to represent the correct value (16.8%). As seen from Table 3, the District's diversion rate in FY 2008 is the highest that it's been since FY 2004.

FUNDING AND EXPENDITURES FOR RECYCLING

Table 4 and 5 cover the expenditures and revenue for recycling activities reported by DPW each fiscal year. Expenditures have continued to increase since FY 2004 and revenue from recycling reached an all time high in FY 2008. The 68% increase in the yearly amount of revenue received from recycling activities is a direct result of improved market conditions. The District's processing contract is structured in such a manner that the city benefits from strong markets; but should markets conditions change the District also would bear some of that risk as well.

Recycling Expenditures

Table 4: FY 2004 - FY 2008 Expenditures for Recycling Activities

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Enforcement and Technical Assistance	\$440,248	\$591,051	\$486,719	\$504,371	\$597,141
Residential Recycling Collection/Processing	\$3,759,242	\$3,935,430	\$5,955,596	\$5,863,027	\$6,112,269
Other Expenditures	\$136,780	\$195,454	\$55,000	\$100,000	\$100,000
Total Expenditures	\$4,336,270	\$4,721,935	\$6,497,315	\$6,467,398	\$6,809,410
% increase from Prior Year		9%	37.6%	-.05%	5.3%

Table 5: FY 2004 - FY 2008 Revenue from Recycling Activities

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Rebate from Residential Recycling Contract	\$7,826	\$0	\$0	\$0	\$0
Offset Costs from Recycling Contractor	\$95,100	\$54,465	\$0	\$0	\$0
Rebate from Materials Recovery Facility Recycling Contract	\$721,117	\$880,065	\$1,286,188	\$1,500,708	\$2,525,903
Recycling Haulers Registration Fee*	\$5,304	\$3,480	\$6,921	\$8,184	\$7,632
Total Revenue	\$829,347	\$938,010	\$1,293,109	\$1,508,892	\$2,533,535
% Increase from Prior Year**		13%	38%	17%	68%

*some hauler registration fees are for two years

** The amounts listed for the Materials Recovery Facility Recycling Contract, Total Revenue and % Increase are slightly different than those listed in the FY05-07 Recycling due to a math error.

DISTRICT GOVERNMENT EMPLOYEE RECYCLING PROGRAM

Total Tonnage of Recycling Collected from District Buildings

DRES continued to make improvements to its commercial recycling program for government buildings in FY 2008. DRES expanded compliance monitoring efforts and continued to educate all stakeholders on District's regulatory requirements, the importance and ease of recycling, and good housekeeping practices.

DRES Performance Goals

DRES has primary responsibility for facility management services within the District government. DRES performs space acquisition, construction, leasing, facility management, repair and alteration, facility modernization, and security services for 64 agencies or independent operating units, which occupy space in 334 facilities under DRES's control.

DRES tracks performance of specific initiatives on a monthly, quarterly, and annual basis and focuses its efforts on improving the organization's overall processes and fulfilling city-wide objectives. Among the organization's main objectives is to provide a clean and secure work environment for District agencies through effective and efficient facility management and maintenance services. To accomplish this, DRES has committed to expanding waste prevention and recycling programs to increase diversion rates, increase types of commodities collected and reduce associated hauling costs.

The D.C. Law 7-226, the District of Columbia's Solid Waste Management and Multi-Materials Recycling Act of 1988, requires owners and occupants of commercial properties to abide by a 45% target (by weight) for the separation and collection of recyclables from the total solid waste stream.

DRES gathers weight information of trash and recyclables collected and removed from properties under the city-wide trash and recyclables contract to calculate monthly and annual diversion rates for each of the four core buildings as part of the Department's external performance measures. The four core buildings are the John A. Wilson Building, Frank D. Reeves Center, One Judiciary Square and Henry Daly Buildings.

Improved performance can be attributed to various factors, including the use of multi-ports or materials sorting centers, mini-bin trash cans, employee outreach efforts, and increased container-use checks.

Total Tonnage of Recycling Collected from District Buildings

According to data provided by recycling haulers and local shredders (Table 6), the District Government has recycled an average of 1,268 tons annually for the past five years from District Government facilities, achieving an all-time high amount of recyclable material in FY 2008 with 1,565 tons. The estimated tonnage reflects information from all government buildings under the city-wide trash and recyclables contract and information provided by contractors providing

shredding services to various agencies on an as-needed basis.

Table 6: D.C. Government Facilities Recyclables Tonnage FY 2004-2008

DC Government Facilities Recyclables Tonnage (this includes all government buildings under the city-wide hauling contract)	Estimated Tons				
	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Hauling Contractors (City-wide Contract)					
Urban Services	677	836	846	140	
Waste Management	77	152	114	117	
TAC Transport, LLC				560	624
Bates				46	492
Kmg Hauling (Wilson Building)				84	180
Shredding Contractors (No City-wide Contract)					
Shred-it DC Services	289	285	228	260	254
RECALL ¹			9		
MidAtlantic Shredding				57	
Other					
Court Services and Offender Supervision Agency (confidential documents)					15
TOTAL	1,043	1,273	1,197	1,264	1,565

Four Core Buildings: Total Tonnage of Recyclables Collected as a Percentage of the Total Waste Stream

With the expansion of the Mini-bin, and Multi-port waste prevention/recycling program, DRES was able to increase recycling collection at all collectively four core buildings in FY 2008.

Other independent agencies expected to join DRES's waste prevention/recycling program in FY 2009 include the DC Housing Authority and the DC Courts.

Table 7: FY 2004 - FY 2008 Recyclable Tonnage from Four Core Buildings

Building	2004*	2005*	2006*	2007	2008
John A. Wilson Building	18	43	52	84	73
Frank D. Reeves Center	58	68	53	47	70
One Judiciary Square	195	136	110	213	182
Henry Daly Municipal Center	79	114	108	30**	71
Total	350	361	323	374	396

* Estimated data for FY 2004, 2005 and 2006

** Tonnage dropped in FY 07 due to relocation of the Department of Motor Vehicles to its new headquarters. Note that recyclable tonnage dropped but total solid waste tonnage did not increase.

Collective recycling rates at the four core facilities have steadily increased since DRES began measuring diversion performance (Table 8). Jointly, the four core buildings are 4% away from

achieving the 45% recycling target set by DC law; however, individually only the Wilson and Daly buildings have surpassed this target.

Table 8: FY 2004 - FY 2008 Diversion Rate from Four Core Buildings

	FY 2004*	FY 2005*	FY 2006*	FY 2007	FY 2008
Solid Waste Tons	1947	1251	821	569	581
Recycled Tons	350	361	323	374	396
Diversion Rate	15%	22%	28%	40%	41%

Training of Recycling Coordinators and Other Activities

In FY 2008 DRES customarily held monthly recycling coordinator meetings and facilitated trainings monthly or on an as-needed basis for other agencies, to give participants hands-on education on resource reduction, reuse and recycling in the workplace.

DRES also joined the Mayor’s Green Team efforts and participated in various outreach-related events throughout the year.

Janitorial Contract Improvements to Encourage Recycling

DRES plans to award new consolidated maintenance contracts in 2009 for the Frank D. Reeves Center, the One Judiciary Square building and 95 M Street, SW. Universal waste stream and source reduction requirements are planned as part of the new solicitation.



Figure 1: One Judiciary Square recyclables

DRES continues to work with janitorial contractors and building management staff to monitor materials handling contract requirements under the Trash and Recyclables Materials Collection contract and the City-wide Janitorial contract. Through this added review, DRES is able to reduce contamination and address missed collections and other common problems associated with the collection and transport of materials from DRES facilities.

Improving Recycling Practices in Leased Facilities

DRES officials typically met with tenant representatives and management companies of leased facilities on a monthly basis to discuss facility operations and services in FY 2008. Problems reported by tenant agencies are brought to the attention of the property manager or the DPW Office of Recycling for appropriate resolution. Some of the most common recycling problems reported include inconsistencies in the handling of materials by custodial representatives, the hauling contractor and/or their subcontractors.

Annually, DRES sends commercial landlords a letter reminding them of their responsibility to register a recycling plan as required by the District of Columbia Municipal Regulations Title 21,

Chapter 20. DRES also continues to follow Article VI – Use of Premises Section 6.3., to define compliance with all environmental laws, including, D.C. Law 7-226, “District’s Solid Waste and Multi-Materials Recycling Law of 1988”. All new leases include added language to reflect our commitment to environmental stewardship.

In FY 2008, DRES began conducting 25-30 random inspections per month to assess program participation and understanding of the recycling requirements under District law. Inspections were conducted by DRES building specialists assigned to the properties. Inspectors looked for: desktop or desk-side recycling containers; recycling containers in common areas in the office; recycling stream contamination and available hauling containers. These assessments are helping the agency expand outreach and education efforts, identify service needs, and address supplies/resources needs.

For 2009, DRES plans to develop a more stringent schedule to re-inspect properties multiple times per year to make sure agencies are taking corrective actions.

ENFORCEMENT

A site inspection is performed by DPW at commercial establishments to check and monitor for recycling compliance. When conducting a site inspection, the investigator’s primary goal is to establish whether the establishment has an effective recycling program in compliance with DC Law 7-226.

Some of the details inspectors look for include:

- Separation of mandated materials from solid waste (glass, metal, paper)
- Enclosure of all waste/recyclables in rigid containers at point-of-pickup
- Contracting of DPW-registered recycling hauler
- Education of tenants/visitors
- Submission of a Commercial Recycling Plan, every two years

The investigator also requests to see the business lease or rental agreement along with the hauler’s contract agreement. In FY 2008, there were 5,171 recycling site inspections recorded, representing a 61% increase from FY 2007. These inspections represent the primary education and outreach tool used to enroll commercial establishments in the mandatory recycling program of the District. Those who fail to recycle are fined, and DPW is currently reviewing the fine structure to provide greater incentive for commercial establishments to recycle.

Table 9: FY 2004 - FY 2008 Recycling Inspection Activity

Activity	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Commercial Sites Inspected	2,972	1,423	3017	3,209	5,171
Commercial Plans Received	923	1,245	896	969	2,694
Commercial Plans Approved*	940	427	947	924	1,598
Commercial Plans Disapproved	498	431	627	438	1,754
Commercial	46	2	2	13	15

Contacts/Presentations					
Official Warnings Issued	508	695	883	692	1,204
Notices of Violation Issued	369	696	983	2,343	1,410
Haulers Registered	31	42	61	67	60
Vehicles Registered	128	145	227	242	291

* Some plans were received in previous years; haulers and vehicles information includes self-implementers

TRAINING AND OUTREACH/EDUCATION ACTIVITIES

Staffing to Support Recycling Efforts

Six employees work in DPW's Office of Recycling. There are three Commercial Investigators (two less than in FY05-07 report), one Educator, one Recycling Program Officer and one support staff (one less than in FY05-07 report). Office of Recycling staff participated in numerous training events designed to increase their subject matter knowledge in the area of recycling, and to provide them with the skills and expertise needed to work with residents, businesses and employees as the District Government works to strengthen its environmental initiatives.

Outreach and Education

DPW strives to educate and inform the public on the proper methods and benefits of recycling through various media, including newspaper and radio advertisements, inserts in utility bills, community listservs, and participation at public forums. The agency distributes recycling brochures and reminders through the mail and on the DPW website. Examples of publications include the "Slide Guide" reminding residents who receive DPW-provided trash and recycling collections about schedule changes during holiday weeks and a recycling insert included in the annual Seasonal Leaf Collection brochure that was mailed to each District household. In addition, DPW published a Reference Guide that was distributed to all District trash/recycling customers and other residents providing information about DPW services. All publications are available in both English and Spanish.

The District coordinates and participates in numerous community events to increase awareness of recycling efforts in the community as well as provide citizens the opportunity to recycle non-traditional waste products. Events in FY 2008 included:

- D.C. Green Week
- National Green Festival
- Household Hazardous Waste & Electronics Recycling Collection
- Neighborhood Eco-Watch and Youth Service Day Clean up
- Electronics Recycling Event
- Elderfest
- National Wildlife Week at the National Zoo
- National Green Festival
- YMCA Thingamajig Invention Convention
- Columbia Heights Neighborhood Party
- GWU FRIENDS Block Party Street Fair

- America Recycles Day
- For Sisters Only
- PG Recycling Center Grand Opening
- Fannie Mae Employee Health Fair
- River Park Mutual Homes Presentation
- Home Counseling Service Presentation
- Hudson Train Outfitters Presentation
- School Yard Greening Expo
- Bloomingdale Civic Association - Presentation
- Howard University Earth Week Celebration
- Library of Congress Earth Day 2008
- US Dept. of Labor
- GSA - Rawlins Park Community Fair
- HHS – Make an Impact, Reduce Your Impact
- OLA/WASA Health Fair
- Marvin Gaye Community Day
- Recycling Center Tour w/ Councilwoman Cheh's Office
- Wellness Corporate Solutions Green Fair
- Convoy of Hope Community Fair
- Ward 3 Back to School BBQ
- Rock Creek Park Day
- Joint Utility Discount Day

Evaluation of the District's Residential and Commercial Recycling Programs and Introduction of Public Space Recycling Program.

Although the target of recycling 45% of residential and commercial waste District-wide has not yet been achieved, the residential program is working well. There are two steps to increase residential recycling: emphasizing the importance of recycling and reducing the amount of waste that is produced. Consistent public education and outreach are the keys to addressing both challenges.

DPW has also continued to improve its commercial recycling program. The agency provides technical assistance to businesses to teach them how to recycle. Those businesses that fail to implement a recycling program face enforcement action. The increased emphasis on enforcement has been demonstrated by the increase in the number of businesses inspected, the number of warnings issued and the number of notices of violation written. Additionally, the proposed regulations for the new fine schedule (mentioned in the FY05-07 Annual Recycling Report) for commercial areas were published in the DC Register. The challenge for the commercial recycling program is to increase participation. DPW will meet that challenge by continuing to reach out to businesses and make a case for the economic benefits of recycling.

DPW has also worked with two of the BIDs to install public space recycling bins around the city. The DC Downtown BID and the Capitol Hill BID installed 25 and 6 single-stream recycle bins respectively. The results of this public space recycling pilot are being analyzed and will be highlighted in next year's annual recycling report.

PROCUREMENT

There are currently more than 60 agencies using the Procurement Automated Support System (PASS). This has resulted in automated purchasing by all of OCP's customer agencies. Due to a failed paper term contract, purchaser misunderstanding of the Environmental Preferable Purchasing (EPP) option in PASS, and other transitions in and PASS and OCP, accurate data is not available for the percentage of EPP by government agencies in FY 2008. Despite the challenges faced in FY 2008, OCP has instituted several initiatives to ensure that EPP increases across the District as a result of improved legislation, purchasing system upgrades and staff commitment to greening purchasing efforts.

During FY 2008, OCP advanced its environmental procurement program through:

- (1) Continued development of an EPP policy and program, which will be implemented in FY 2010.
- (2) Worked to green city-wide term contracts. The District successfully entered into a city-wide paper contract that required the purchase of paper at a minimum of 30% post-consumer recycled content, but the contract defaulted due to vendor's lack of capacity and resulting failure to meet all District needs.
- (3) Strengthened leadership role in green community through membership in Responsible Purchasing Network and NASPO Green Purchasing Task Force. Director Gragan attended NASPO's Annual Conference (focused on Green Procurement) and will be represented at the newly formed Keystone Green Products Roundtable (GPR).
- (4) Provided green purchasing training to all District Purchase Card holders.

Ongoing EPP programs:

- (1) Developing of greening city-wide contracts, including the development of an office supply contract that requires the purchase of Processed Chlorine Free paper at the highest practicable level of post-consumer recycled content and a cost comparison for 100% Recycled Paper.
- (2) Increasing EPP education and outreach in the District through: Green Procurement wiki-site, green procurement buyer training (with a focus on paper and paper related products), and enhanced P-Card green procurement trainings.
- (3) Reviewing boiler plate contract language to promote the District's EPP goals.
- (4) Identifying and pursuing regional purchasing partners and cooperative purchasing agreements that promote green purchasing.
- (5) Streamlining Purchasing Codes and end-user PASS interface; All paper purchasing codes will be reviewed and most of the purchasing codes not related to the purchase of recycled

paper will be eliminated. Similarly, products available through forthcoming paper contracts will not include the option to purchase virgin paper in most circumstances.

- (6) Improving the District's capability to accurately monitor green spending.

CONCLUSION

While the District of Columbia continues to make progress in improving its recycling programs in District Government-operated facilities, and in residential and commercial sectors, additional improvement is required. In FY 2009 and beyond, the District Government will continue to work to achieve and surpass the statutorily required recycling and diversion rates. Efforts continue at DPW to provide technical assistance to businesses and other establishments to develop and implement recycling programs and to increase compliance with the District Government's recycling laws. DRES continues its efforts to train staff and to ensure that viable and sustained recycling programs exist in each District Government-owned and leased facility. DRES will continue to work with OCP and other entities as well to ensure contracts for services, such as solid waste hauling and janitorial services in District Government buildings, contain clauses that support the District Government's recycling and broader environmental agenda. In procurement, OCP has continued to pursue an environmental agenda through which it will further improve upon its Environmentally Preferred Purchasing program by creating, identifying and including more environmentally friendly commodities in the PASS system and developing a tracking system to improve identification and monitoring of the District agencies' Environmentally Preferred Purchases. The agencies involved in implementing the District's recycling programs are following the CapStat Performance Plan and Key Performance Indicators (KPIs) model, which is detailed in a new Performance Accountability Report (PAR) template in FY 2008 (see Appendix). The District Government plans to build upon successes to date, develop new initiatives and increase targets related to recycling and sustainability in FY 2009 and beyond.

DDOE Mayor's Order
Residential Waste Sort

APPENDIX A

APPENDIX B

PAR 08 for DPW, DDOE, DRES and OCP

GOVERNMENT OF THE DISTRICT OF COLUMBIA

ADMINISTRATIVE ISSUANCE SYSTEM

Mayor's Order 2009-7
January 23, 2009

SUBJECT: Establishment of Recycling Policy into the District Department of the Environment

ORIGINATING AGENCY: Office of the Mayor

By virtue of the authority vested in me as Mayor of the District of Columbia by sections 422(6) and (11) of the District of Columbia Home Rule Act of 1973, as amended, 87 Stat. 790, Pub. L. No 93-198, D.C. Official Code § 1-204.22(6) and (11) (2001), and by the District Department of the Environment Establishment Act of 2005, effective February 15, 2006, D.C. Law 16-51, D.C. Official Code § 8-151 *et seq.* ("Act"), it is hereby **ORDERED** that:

I. PURPOSE:

The purpose of this establishment order is to set forth a new and consolidated Recycling Policy to be overseen by the District Department of The Environment. The District Department of the Environment ("DDOE") was created to "establish a single executive agency to protect human health and the environment... and to streamline the administration of District environmental law and programs..." currently in other agencies as provided by section 102 of the Act.

II. FUNCTIONS:

Section 103 of the Act authorizes the Mayor to transfer to DDOE existing authority vested in other agencies currently performing duties related to the protection of the environment. In addition, section 103(b)(1)(B)(ii)(V) of the Act specifically transfers the policy setting duties and functions of the Director of the Department of Public Works ("DPW") related to recycling policy.

III. ADMINISTRATION:

The Mayor's authority is hereby delegated as follows:

- A. The following duties and authorities are jointly shared by the Director of DDOE, pursuant to §§ 103(b) and 105 of the Act, and the Director of the Department of Public Works, pursuant to § 8 of the D.C. Solid Waste Management and Multi-Material Recycling Act of 1988 (D.C. Law 7-226; D.C. Official Code § 8-1008):
 1. Researching the technology available for solid waste utilization;
 2. Identifying potential markets for recyclable materials and obtaining statements of interest for recovered materials;
 3. Identifying the amount and characteristics of the solid waste stream in the District;

4. Providing an assessment of the potential impact of alternative methods of solid waste management, including the public health, physical, social, economic, fiscal, environmental, and aesthetic implications;
 5. Conducting and evaluating the results of public forums or surveys of local citizen opinion on solid waste management practices in conjunction with the Environmental Planning Commission; and
 6. Coordinating efforts to stimulate markets for recycled materials, including District government purchasing policies.
- B. The following authorities vested in the Mayor that were heretofore exercised solely by the Director of DPW, are hereby also vested in the Director of DDOE, with DDOE serving as lead agency in ensuring that these requirements are met:
1. § 8-1014(a) of the D.C. Solid Waste Management and Multi-Material Recycling Act of 1988 (D.C. Law 7-226; D.C. Official Code § 8-1014), which pertains to annual reporting requirements;
 2. § 8-1015(g) of the D.C. Solid Waste Management and Multi-Material Recycling Act of 1988 (D.C. Law 7-226; D.C. Official Code § 8-1015), which pertains to annual reporting of recycling surcharges and collection fees;
 3. § 8-1016 of the D.C. Solid Waste Management and Multi-Material Recycling Act of 1988 (D.C. Law 7-226; D.C. Official Code § 8-1016), which pertains to maintaining an information clearinghouse; and
 4. § 8-1019 of the D.C. Solid Waste Management and Multi-Material Recycling Act of 1988 (D.C. Law 7-226; D.C. Official Code § 8-1019), which pertains to minimum recycled content percentage requirements.
- C. The following authority shall be jointly shared by the Director of DDOE and Director of the Office of Contracting and Procurement (“OCP”):
1. § 8-1013 of the D.C. Solid Waste Management and Multi-Material Recycling Act of 1988 (D.C. Law 7-226; D.C. Official Code § 8-1013), which pertains to District procurement policies.

IV. REPEAL OF PRIOR DELEGATIONS. To the extent Mayor’s Order 89-160 dated July 20, 1989, vests the authorities identified in III.B. and C. to the Director of DPW and the Director of Administrative Services, that Order is repealed and the vesting of the authorities are amended as stated above.

V. EFFECTIVE DATE: This Order shall become effective immediately.


ADRIAN M. FENTY
MAYOR

ATTEST: 
STEPHANIE D. SCOTT
SECRETARY OF THE DISTRICT OF COLUMBIA

District of Columbia
Department of Public Works

Residential Waste Sort

October – November 2007



“The Preferred Choice”

District of Columbia Department of Public Works
Residential Waste Sort
October – November 2007

Introduction:

- The DC Department of Public Works (DPW) performed a hand sort of residentially-generated solid waste during a three-week period between October 23 and November 8, 2007. The goals of the residential waste sort were threefold:
 - Determine how households in DPW’s service population manage their waste – what is being recycled and what is being trashed;
 - Determine how much of the District’s residential waste stream is available for recycling on an annualized basis; and
 - Look at the recycling behaviors by ward. The purpose of this information is to better tailor DPW’s recycling messaging.
- DPW staff sampled the contents of 56 trash loads and 33 recycling loads collected by DPW solid waste collection crews.
- Each sample weighed approximately 300 pounds. A total of 16.1 tons were sorted with the primary purpose of identifying current and potential recycling streams.

Findings:

- Twenty-two percent (22%) of what is thrown away by DPW’s residential solid waste collection service population is recyclable. This means that in FY 2007, 23,800 tons of recyclable materials were lost to the landfill.
- Increasing paper and metal recycling offers the greatest opportunities for the District to increase the recycling diversion rate for the residential waste stream.
- District residents are recycling newspapers, cardboard, plastic bottles, and green and brown glass at rates higher than the national average for those commodities.
- DPW messaging should highlight the benefits of reuse and source reduction as strategies to better manage the District’s solid waste. All messaging should be readily available in both English and Spanish.
- The economic viability of creating additional recycling streams for yard waste and textiles should be analyzed.



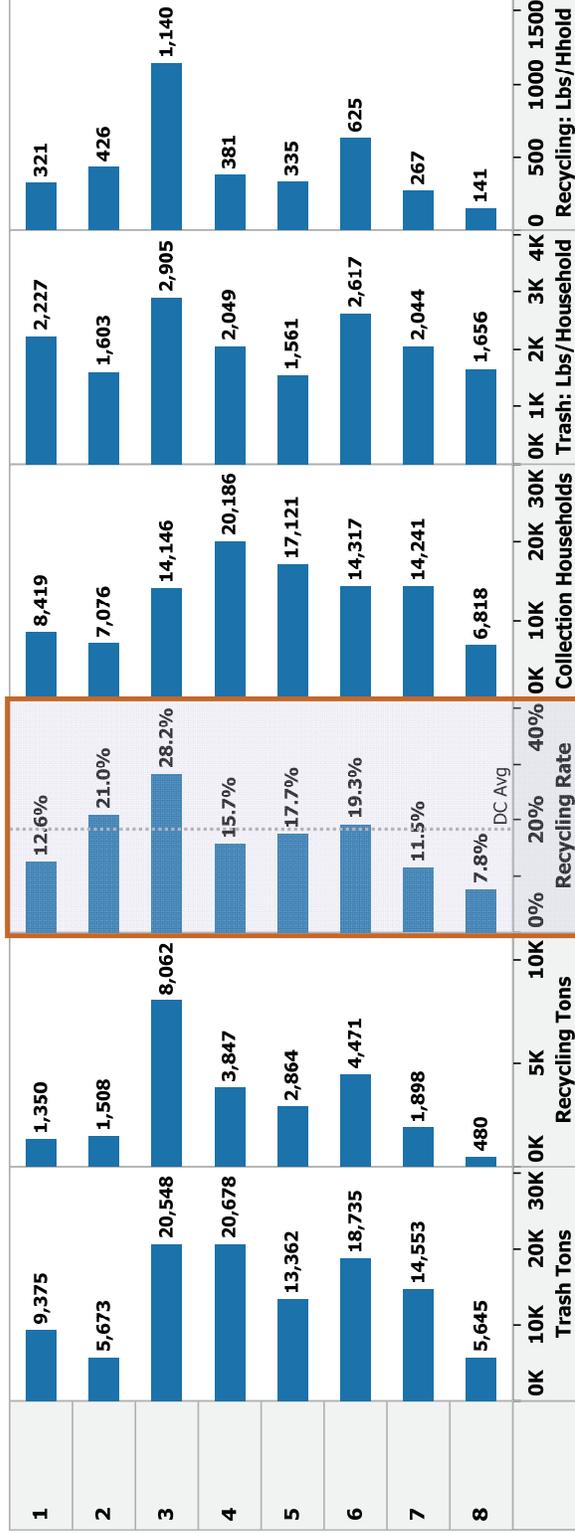
Goal 1: What is being recycled and what is being trashed - an overview

- DPW provides trash and recycling collection service to 102,324 eligible households in residential buildings with 3 or fewer dwelling units between October 1, 2006 and September 30, 2007 (FY 2007).
- During this period, DPW refuse collection crews collected 133,000 tons of trash and recyclable materials. The District's residential recycling rate for FY 2007 was 17.6%. This means that collectively, District residents receiving DPW-provided trash and recyclable collections threw away more than five times as much material as they recycled.
- On average, each household produced 2,600 pounds of materials that needed disposition during this 12-month period. Less than 1 of every 5 pounds discarded by DPW's service population were recycled.
- The following table provides a snapshot of the waste disposition habits of residences in DPW's service population by ward. The data source is "Trakster", DPW's work management system for solid waste operations. The table first appeared in a CapStat on solid waste operations held on November 15, 2007.
- The table highlights the recycling rate by ward. The statistic illustrates that Ward 3 has the highest recycling rate at 28.2% and that Ward 8 has the lowest at 7.8%. But what does that really mean?
- A closer look at the data in the table also shows that Ward 3 generated a total of 4,053 pounds of materials per household that needed disposition, far exceeding the citywide average of 2,600 pounds. So it makes sense that residences in this area are recycling more...they have more material to dispose than all other wards.
- Ward 8, on the other hand, produces only 1,797 tons per household, far below the District average. Could it be that Ward 8 residents are practicing the first rule of recycling – reduce and reuse – in greater numbers?
- Further, does the Ward 8 recycling rate mean that Ward 8 residents are throwing away materials that could be recycled? Or does this data mean that Ward 8

residents are in fact recycling everything they can and that they just don't purchase materials that can be recycled in greater amounts?

- To answer these questions, DPW decided to look more closely at what collection crews are picking up on their daily routes to see what is thrown away but could be recycled.

Table 1
Trash and Recycling by Ward



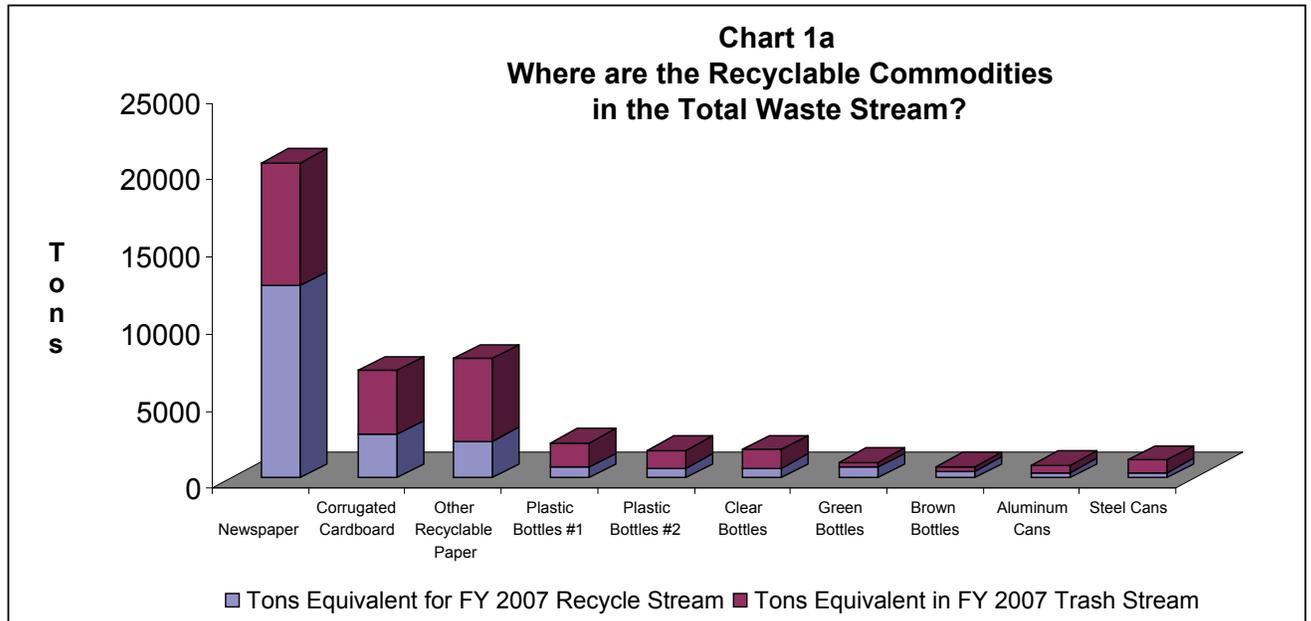
Key Statistic

Source: DPW collection systems. Data from FY2007. Collection households per ward from DPW,



Goal 2: How much of the District's residential waste stream is available for recycling?

- In FY 2007, District households receiving DPW waste collection services generated 133,000 tons of both trash and recycling.
- While the waste sort looked at the composition of only a small sample of this material, it did provide enough data to extrapolate its findings to the entire 133,000 tons.
- The answer to the question, “How much of the District’s residential waste stream is available for recycling?” is **36.2%**. Already District residents recycle 24,380 tons. Another 23,800 tons of potentially recyclable materials are present in the trash. In other words, the potential exists today to more than double the District’s residential recycling rate if everything that could be recycled was recycled.
- Chart 1a illustrates by recyclable commodity the amount already being recycled and the amount still being thrown away.
- These results nearly mirror a comprehensive waste sort conducted by New York City in 2005 which found 35.38% of their residential waste stream to be recyclable. The results of that study may be found at http://www.nyc.gov/html/nycwasteless/html/recycling/waste_char_study.shtml



- The following subsections look at the results of the waste sort through the separate trash and recyclable streams.

What is in the Trash Stream?

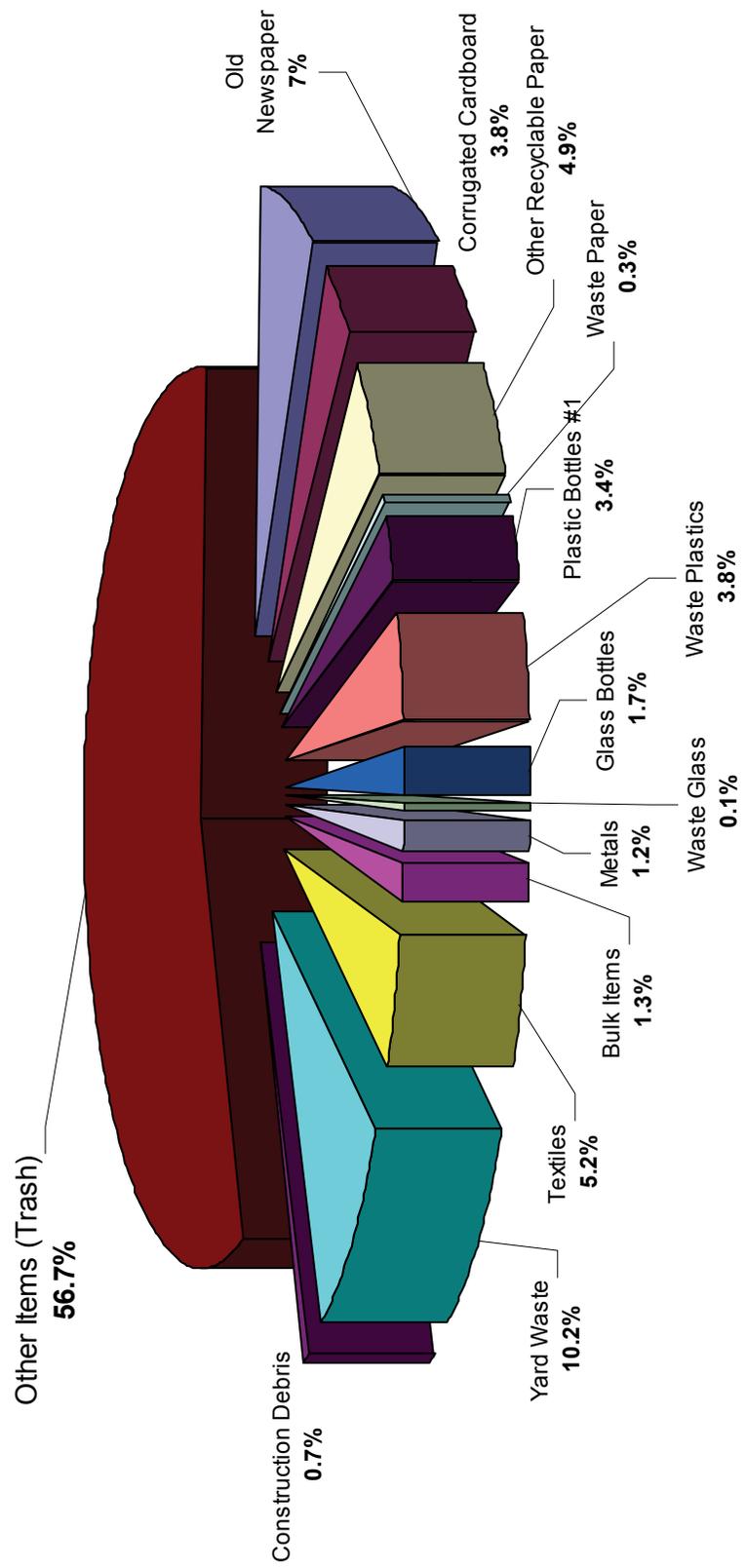
- DPW used the waste sort to determine what materials were being thrown away that could have been recycled as a first step towards identifying strategies to motivate District residents to recycle more.
- In addition, the sort focused on other commodity streams that other jurisdictions are successfully recycling in sufficient amounts, namely textiles and yard waste.
- The sort did not look at the composition of what is conventionally viewed as trash (e.g., food waste, dirty diapers, and discarded small appliances like fans or toasters). Those items are accounted for in the “Other Items” category.
- DPW staff sorted 56 trash load samples from across the District. Overall, more than 21,800 pounds of materials were sifted through.
- Chart 1b illustrates the findings from the trash samples. Twenty-two percent (4,710 tons) of what was in the trash could have been recycled under the District’s current residential recycling collection program.
- Extrapolating these findings to the entire 108,569 tons collected by DPW trash collection crews in FY 2007 means that an additional 23,800 tons were potentially recyclable, but thrown away instead. If DPW were able to capture all of this

material, it would more than double the District's residential recycling rate to 36.2%.

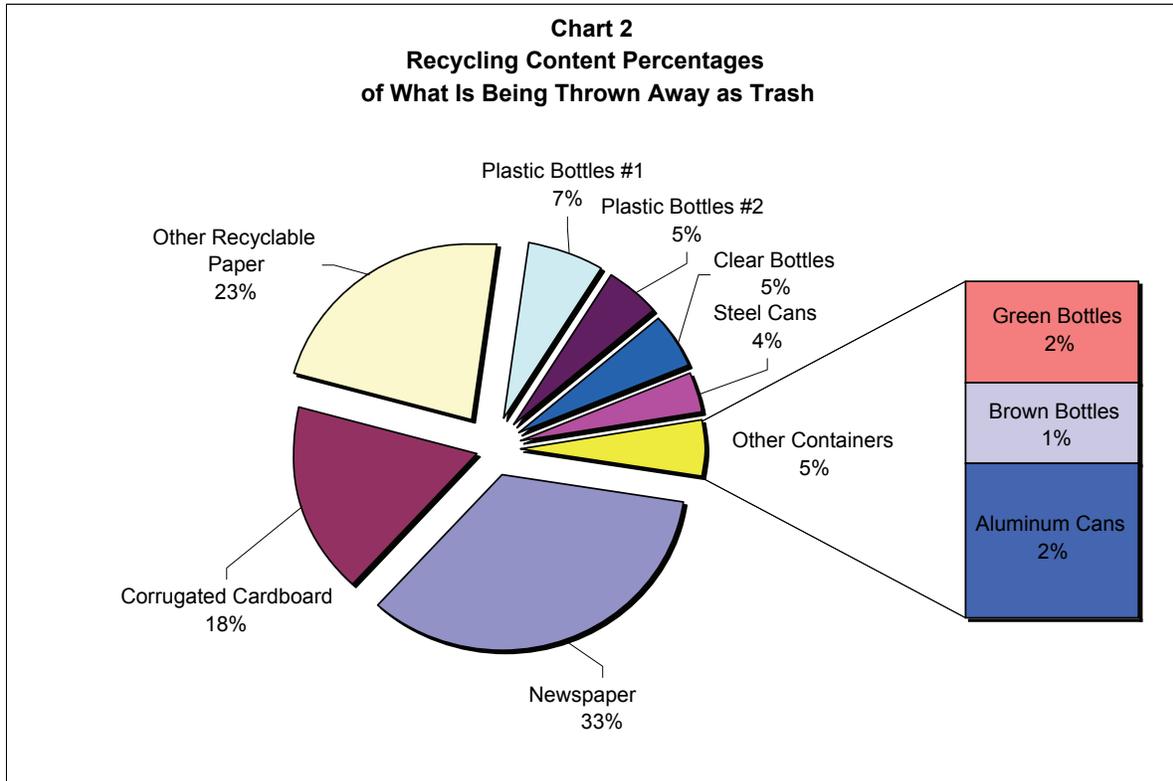
- Increasing recycling has economic benefits for the city in addition to environmental considerations. Under current market conditions it costs \$60 per ton to haul and dispose of one ton of trash. It currently costs the District \$25 per ton to haul and process one ton of recycling. If DPW were successful in convincing residents to recycle an additional 30% of the paper, glass, plastics and metals that are now being thrown away, this would translate to a savings of \$250,800 and an increase in the diversion rate to 21.4%.
- Chart 1b also illustrates that two of the larger streams that are currently trashed are yard waste (10.2% of the sample- 2,234 tons) and discarded textiles (5.2% of the sample – 1,146 tons). These two streams are prominent enough to warrant DPW to look closer at the economics of providing more reuse and recycling opportunities for these two waste streams.

Chart 1b

District of Columbia Waste Audit
What's in the Trash that Gets Thrown Away



- Chart 2 breaks down the recyclables in the sampled trash into their individual commodities.

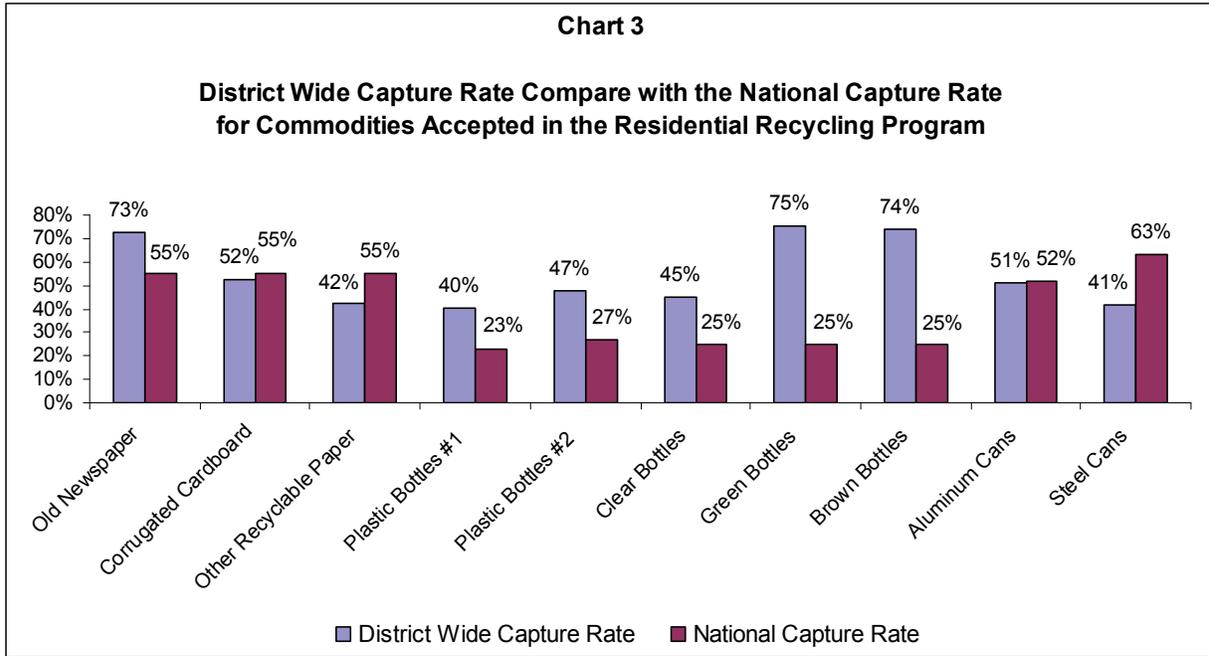


- Chart 2 illustrates that paper recycling offers the largest area of opportunity for increasing the residential diversion rate. This makes intuitive sense – paper is heavier than food and beverage containers and is easier to segregate.

What is in the Recyclable Stream?

- Looking at the composition of the trash tells only part of the story. District residents recycled more than 24,380 tons of materials in FY 2007. While this represents a 17.6% diversion rate, it does not indicate how well District residents are doing to recycle everything they can.
- To understand where the opportunities are to move more materials out of the trash stream into recycling, DPW needed to understand how much of a given material was actually being captured for recycling. In other words, if the entire waste stream contains 100 pounds of aluminum cans and 70 pounds are recycled, that means that the “capture rate” for aluminum cans is 70%.

- DPW sorted 33 samples of recycling from routes in areas where the trash was sampled to try to gauge the capture rate of the various commodities currently accepted as part of the District’s residential recyclables collection program. Chart 3 illustrates the citywide capture rates for these commodities. The District’s rates are compared to the national capture rates for each commodity as reported by the respective industry associations.

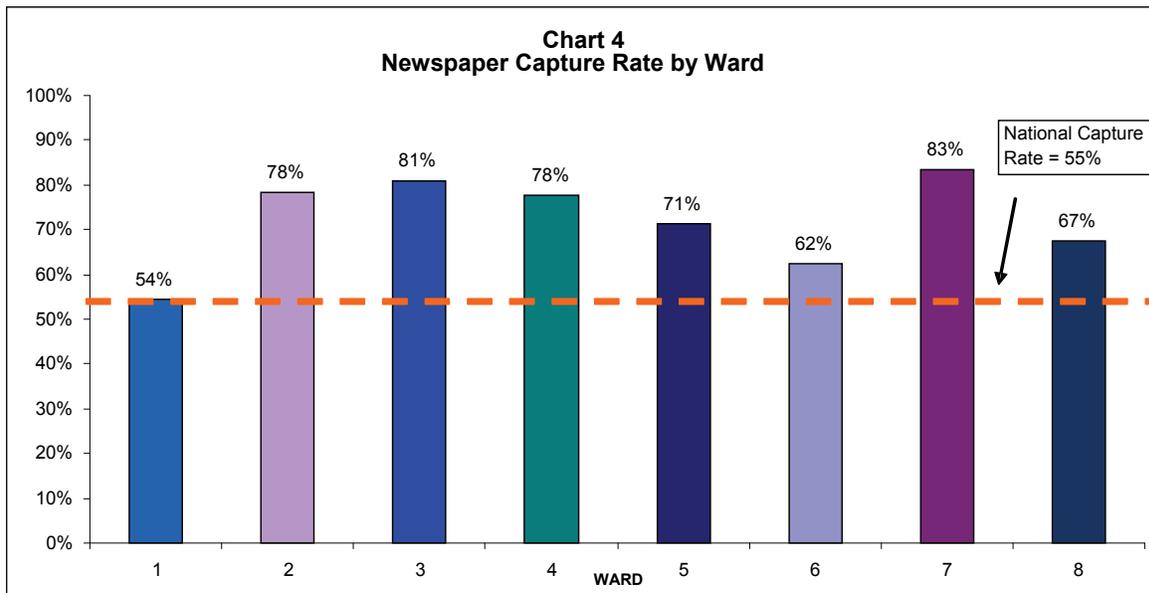


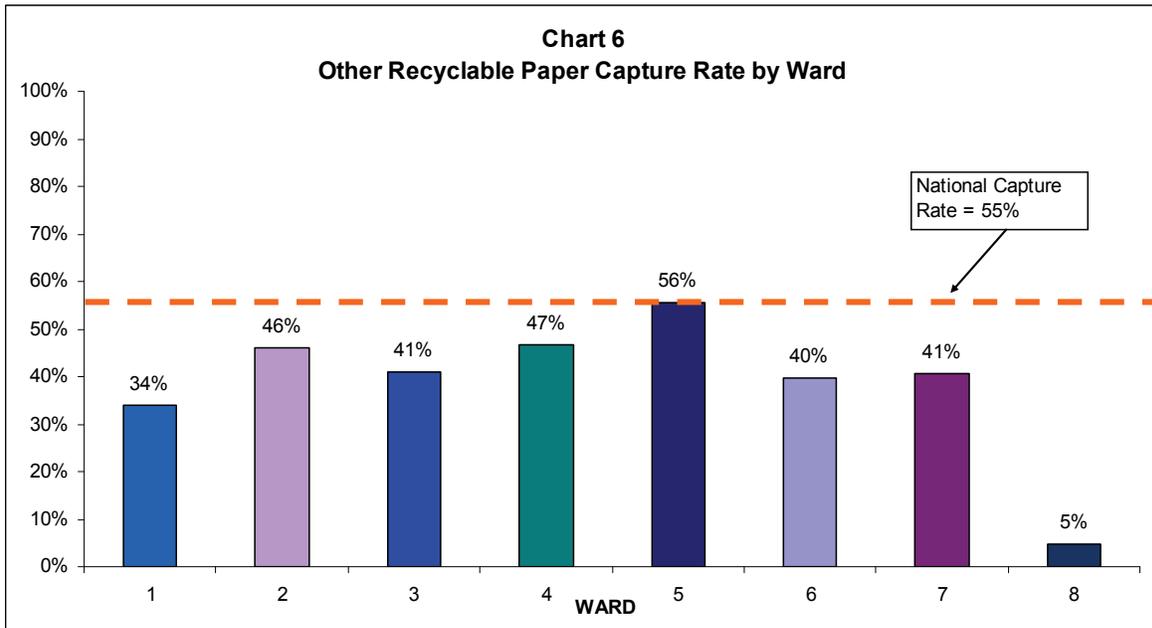
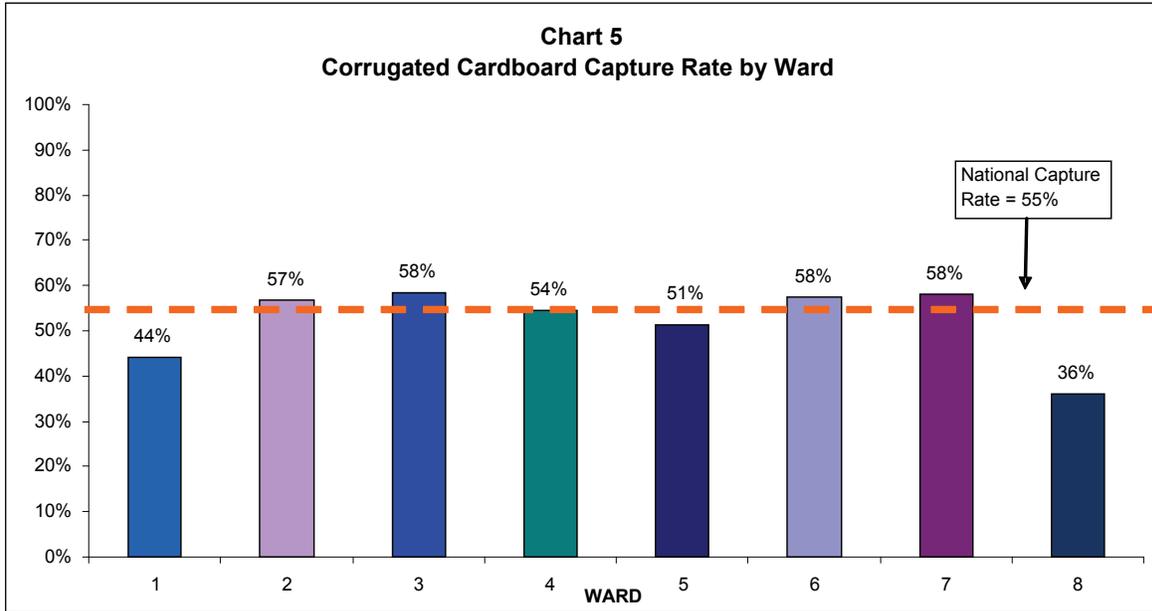
- Chart 3 indicates that the District does an impressive job of recycling newspaper and green and brown glass compared with the national averages for these commodities.
- The chart indicates there are opportunities for improving the District’s capture rates for corrugated cardboard (OCC), other recyclable paper (office paper, shredded paper, junk mail, and paperboard), clear glass bottles and steel cans. The District’s capture rate for each of these commodities falls below the national capture rate for the materials.
- DPW theorizes that clear glass bottles and steel cans are not recycled at the rate they should be because these containers are mostly for food rather than beverages. Food containers must be rinsed thoroughly to prevent odor and that may be the impediment towards increasing the recycling of these commodities.
- DPW also theorizes that residents need additional education to increase the amount of OCC and Other Paper that is recycled. Storage of the materials may be an issue.



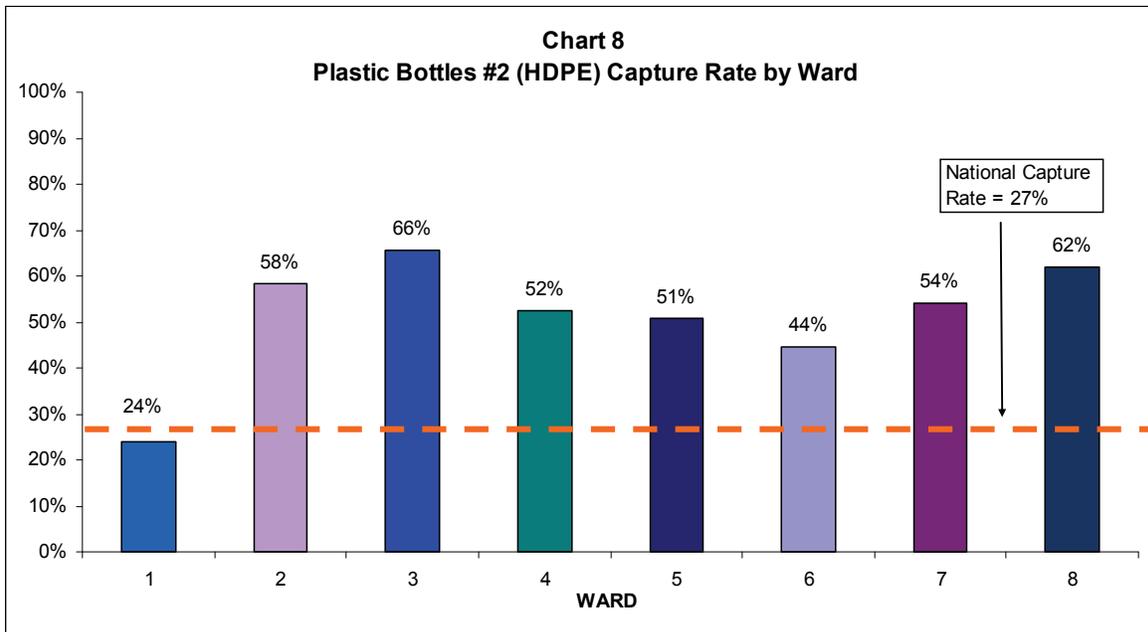
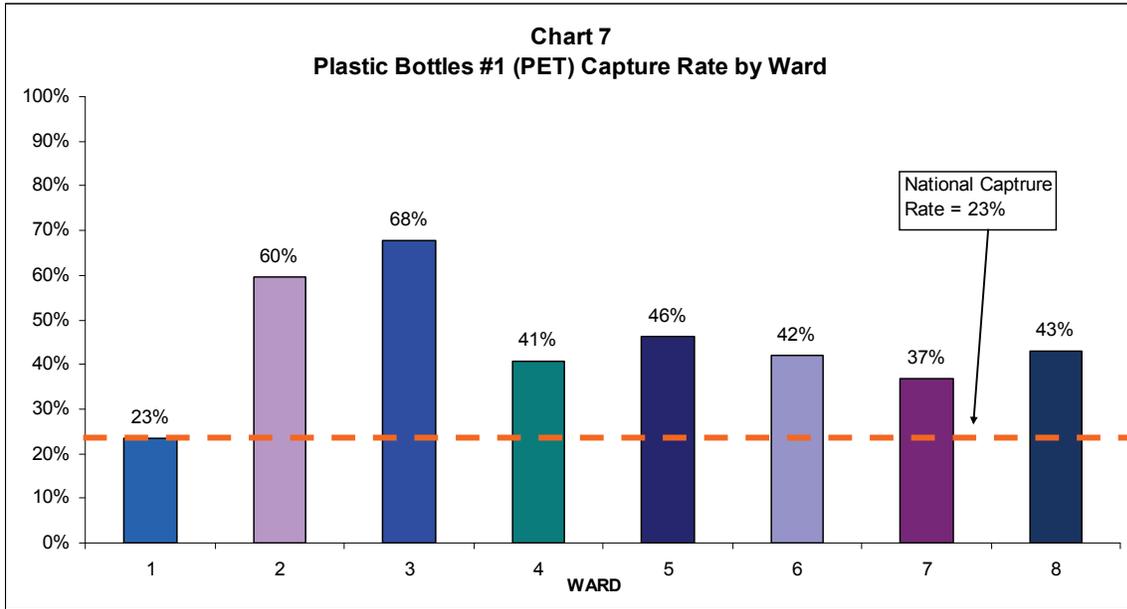
Goal 3: Recycling Behaviors by Ward

- Diversion rate is not the only metric that matters when it comes to recycling. Capture rate of a recyclable commodity indicates how much of that particular item – be it newspaper or a soda bottle – is being diverted for recycling.
- Capture rate is important. It tells DPW where there are opportunities to increase recycling. Looking at that information by ward provides a way to tailor the messaging that best suits the community in question.
- Charts 4 through 13 look at the capture rate of currently recycled commodities by ward to identify areas where DPW can best focus its scarce public information dollars. These charts also place in context how the District is doing in comparison to the national capture rate for each commodity.

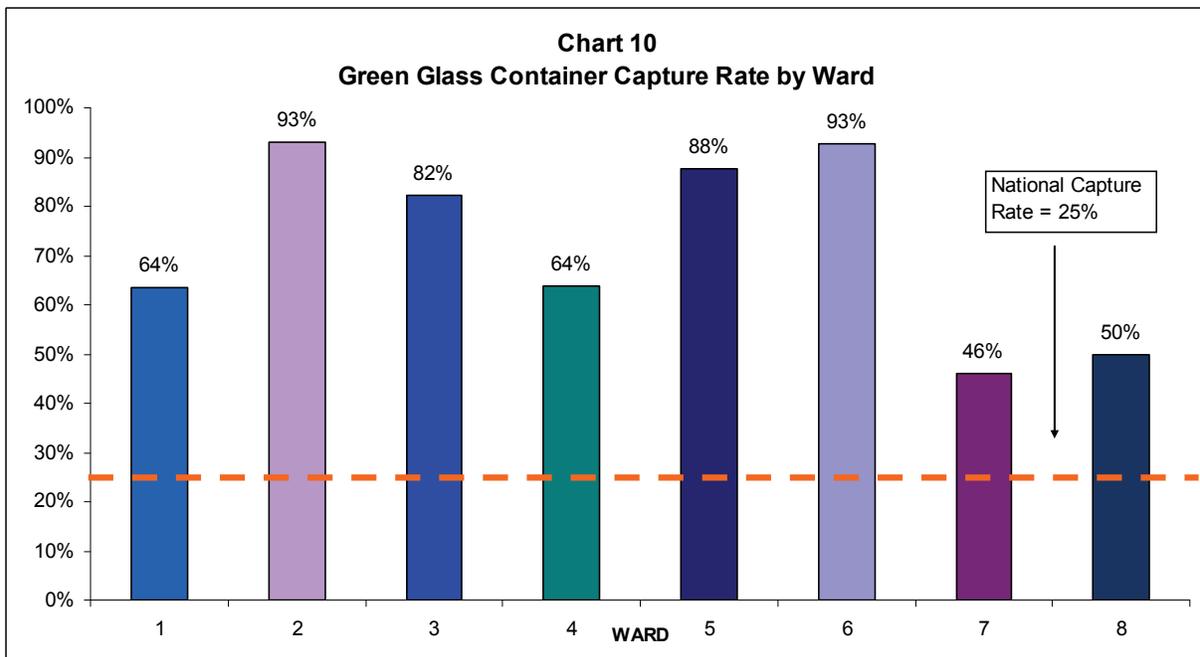
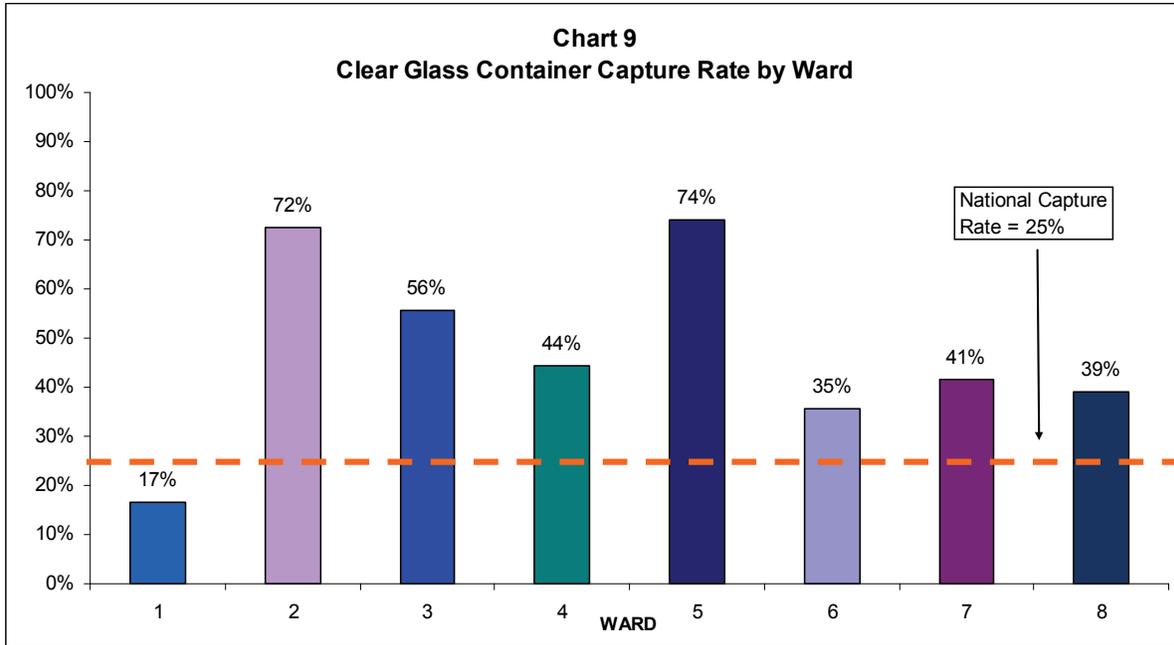


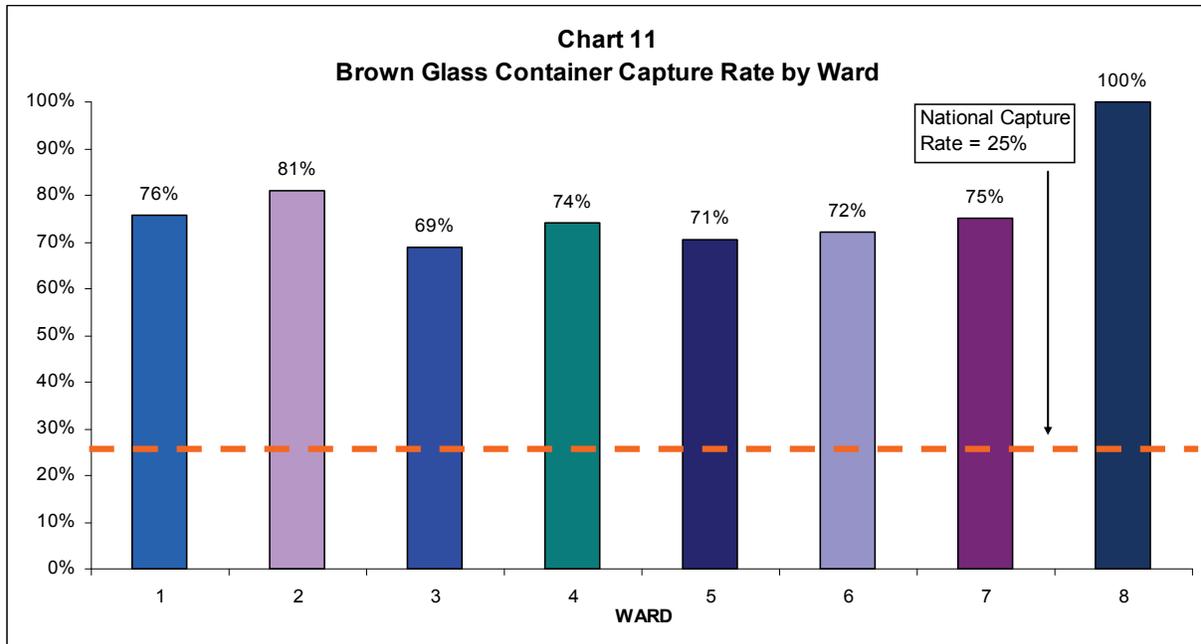


- Charts 4 through 6 represent the various paper commodities that can be recycled in the District’s recycling program. The results demonstrate that the residents understand that old newspaper, magazines and catalogs should be recycled.
- Messaging is needed to teach residents that corrugated cardboard and other recyclable paper – shoe and cereal boxes, tissue boxes, office paper, shredded paper, junk mail – also can be recycled. All information should be readily available in English and Spanish. Recycling additional amounts of these materials will help the District’s overall recycling rate because the material is heavy, especially if it has absorbed any moisture.

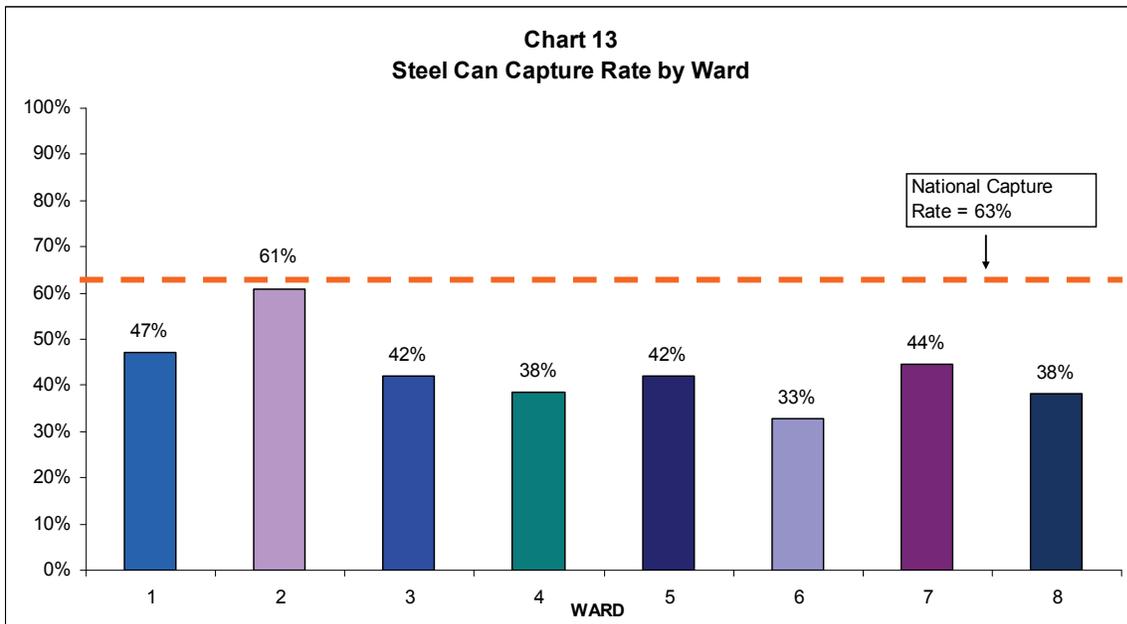
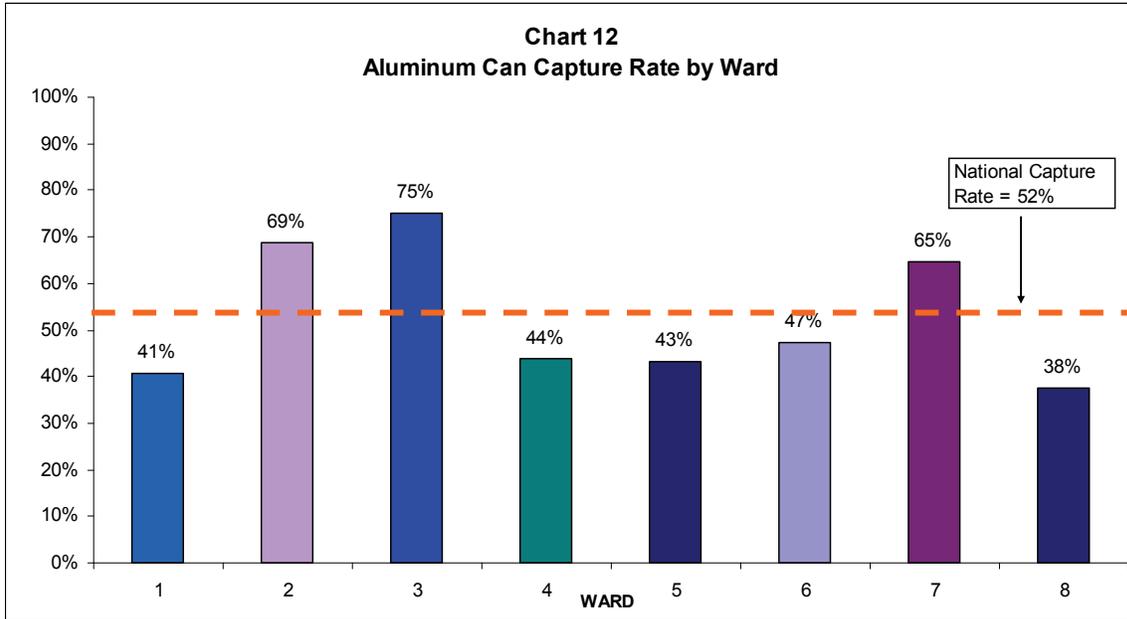


- Charts 7 and 8 represent the narrow-necked plastic bottles that can be recycled. Plastic Bottles #1 (PET) is primarily beverage bottles (i.e., soda and water bottles) and Plastic Bottles #2 (HDPE) is other narrow-necked plastic containers such as milk and detergent containers.
- Across the wards, District residents clearly know that these items are recyclable. Some messaging is needed in Spanish to reach the large Hispanic population in Ward 1.





- The capture rates for glass jars and containers are confusing – overall capture rates for green and brown glass are significantly higher than for clear glass. Beverages usually come in green or brown glass bottles. Food generally comes in clear glass jars (e.g. spaghetti sauce, applesauce, pickles).
- DPW theorizes that residents are less likely to recycle food containers because preparing them for recycling by rinsing them out is more difficult than rinsing beverage containers. Food containers that are rinsed but not entirely clean may create odors that residents believe will attract vectors. Residents who store recyclables in their houses prior to collection day may be unwilling to keep these jars and bottles separated from the trash.
- Although glass adds weight to the recycling stream, it is of little value in the market place. Specific messaging focused on increasing glass recycling is not recommended at this time.



- Charts 12 and 13 look at capture rates of metal food and beverage containers. Aluminum cans are primarily used as packaging for beverages. Steel cans are more often used as food containers. DPW's theory that residents are more willing to recycle beverage containers than food containers seems to apply here as well.
- Both aluminum and steel are valuable recyclable commodities that also add weight to the total. It is beneficial for DPW to identify messaging that encourages residents across the District to recycle these items in greater numbers.



Summary:

- It is not enough to look at diversion rate when determining the success of a recycling program. Capture rate is an equally important element evaluating the effectiveness of a recycling program and for deciding how to spend scarce public education dollars to encourage residents to recycle more.
- DPW needs to create messaging that focuses on increasing the amounts of cardboard, other paper and metal food and beverage containers that can be recycled. The messaging may need to be tailored to different constituencies across the District, but the basic themes should be the same.
- DPW should investigate the economic viability of creating reuse and recycling collection options for textiles and yard waste (other than through the seasonal leaf program).
- Recycling alone will not mitigate the District's environmental issues with regard to solid waste. People need to generate less waste overall. Over consumption is a much at issue as what does and does not get recycled. DPW's messaging should also focus on reducing waste and reuse as a viable solid waste management option.

Acknowledgements:

The District of Columbia's Residential Waste Sort Study was a collaborative effort of many members of the Department of Public Works. Hallie Clemm was Project Leader and author of the report. Ms. Clemm is pictured with the crew from the Solid Waste Management Administration who did the dirty job of sorting through more than 16 tons of waste from October 23 to November 8, 2007. Employees at the District's two trash transfer stations (Ft. Totten and Benning Road) obtained samples and facilitated the sorting operation. Additional support was provided by drivers and supervisors with DPW's Solid Waste Collections Division of SWMA. Special thanks to David Koehler (DPW Office of Information Technology Services) in preparing data used to select the sample loads, Beverly Day who compiled the data, Yvette Judge (DPW Office of the Director) who created the charts and graphs for this report, and Tom Henderson (former SWMA Administrator) for assistance in designing and executing the study and editing the report.



Residential Waste Sort Study Team – (l-r) Paul Dandy, Kevin Williams, Terrence Terrell, Hallie Clemm and Rodney Bean



Department of Public Works

DPW (KT)

MISSION

The mission of the Department of Public Works is to provide the highest quality municipal 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 operation supports all city services by procuring, fueling and maintaining several thousand District government vehicles, from sedans to heavy equipment.

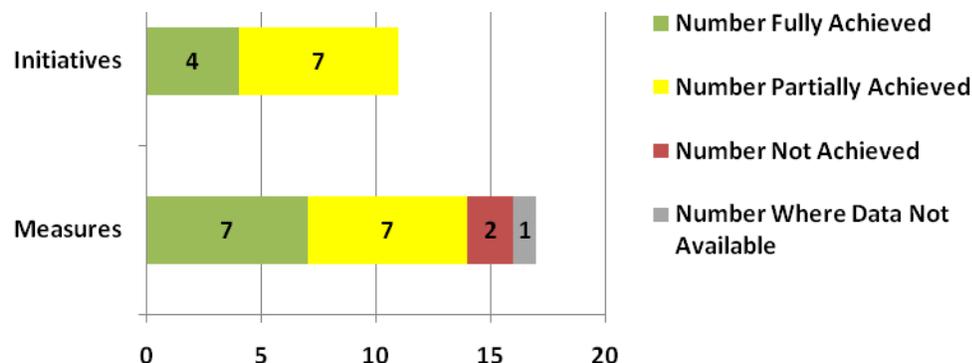
AGENCY OBJECTIVES

1. Keep DC clean. Ensure 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.
2. Parking. Ensure parking opportunities for District residents, businesses and visitors by encouraging voluntary compliance with parking regulations.
3. Fleet maintenance to fleet management. Improve business processes to ensure mission critical equipment is available for core services for all agencies.

3 KEY ACCOMPLISHMENTS

- ✓ Initiated several public education efforts made toward litter prevention including the "Not in OUR DC! Pledge to Keep the Capital Clean," a multi-faceted public education program to prevent litter and graffiti among youth ages 13-19. DPW also created a website (<http://www.connectwithkids.com/notinourdc/>), resource and implementation guides to promote discussion of and support for community-based environmental projects.
- ✓ Opened two permanent weekly household hazardous waste/e-cycling drop-off and document shredding sites making the District the first Washington area jurisdiction to offer free, weekly document shredding for residents.
- ✓ Piloted the DC Fleet Share program, which utilizes alternative methods of transportation versus using vehicles from the fleet for service delivery. This program reduces the number of dedicated vehicles in the fleet saving the District money on capital and maintenance. The District is the first jurisdiction in the nation to use this type of technology.

OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

- Fully achieved Partially achieved Not achieved Data not reported

OBJECTIVE 1: Keep DC clean. Ensure 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.

- INITIATIVE 1.1: Improve DPW’s response to graffiti by streamlining the abatement process for private property.**
Partially Achieved. The legislation to change the way the District handles graffiti (Bill 17-270) was approved by the Committee on Public Works and the Environment and has been referred to the Committee on Public Safety and the Judiciary. In addition to working on the legislation, DPW worked with the Commission on the Arts and Humanities on an anti-graffiti mural initiative titled Murals DC.
- INITIATIVE 1.2: Launch an anti-graffiti and anti-litter marketing campaign to encourage District residents and businesses to do their part to keep the city clean.**
Fully Achieved. In FY2008, through its Not in OUR DC program, DPW produced and aired on WUSA*9 a 30-minute documentary and 10 two-minute videos showing youth and adults at work on environmental projects in their communities, advertised on broadcast and cable stations, created a Web site (www.connectwithkids.com/notinourdc/), published resource and implementation guides to promote discussion of and support for community-based environmental projects, and hosted two town hall meetings.
- INITIATIVE 1.3: Increase recycling opportunities in the District.**
Fully Achieved. DPW is preparing revised regulations and supporting fine schedule for commercial sector recycling. Two public space recycling efforts with the Capitol Hill and Downtown BIDs are also being piloted to see whether street recycling is effective. For households, DPW now offers weekly collections of Household Hazardous Waste and unwanted electronics at the Benning Road and Fort Totten transfer stations. Free document shredding and recycling services are also available to residents.
- INITIATIVE 1.4: Redesign the District’s residential trash and recycling routes to improve the timeliness and quality of collection services provided by DPW.**
Partially Achieved. The routes were completed in FY2008 and implemented in December of 2008.
- INITIATIVE 1.5: Rate the city’s cleanliness by continually surveying a sample of commercial corridors, residential neighborhoods and industrial areas across the District.**
Fully Achieved. The Office of the Clean City Coordinator released the results of the Spring 2008 clean city ratings survey in July 2008.

OBJECTIVE 2: Parking. Ensure parking opportunities for District residents, businesses and visitors by encouraging voluntary compliance with parking regulations.

- INITIATIVE 2.1: Deter illegal parking on mechanical street sweeping routes.**



Partially Achieved. The "Sweepercam" initiative began issuing warnings to vehicle owners parked in violation of street sweeping restrictions on August 4th. DPW anticipates being able to issue tickets using the new technology in Spring of 2009.

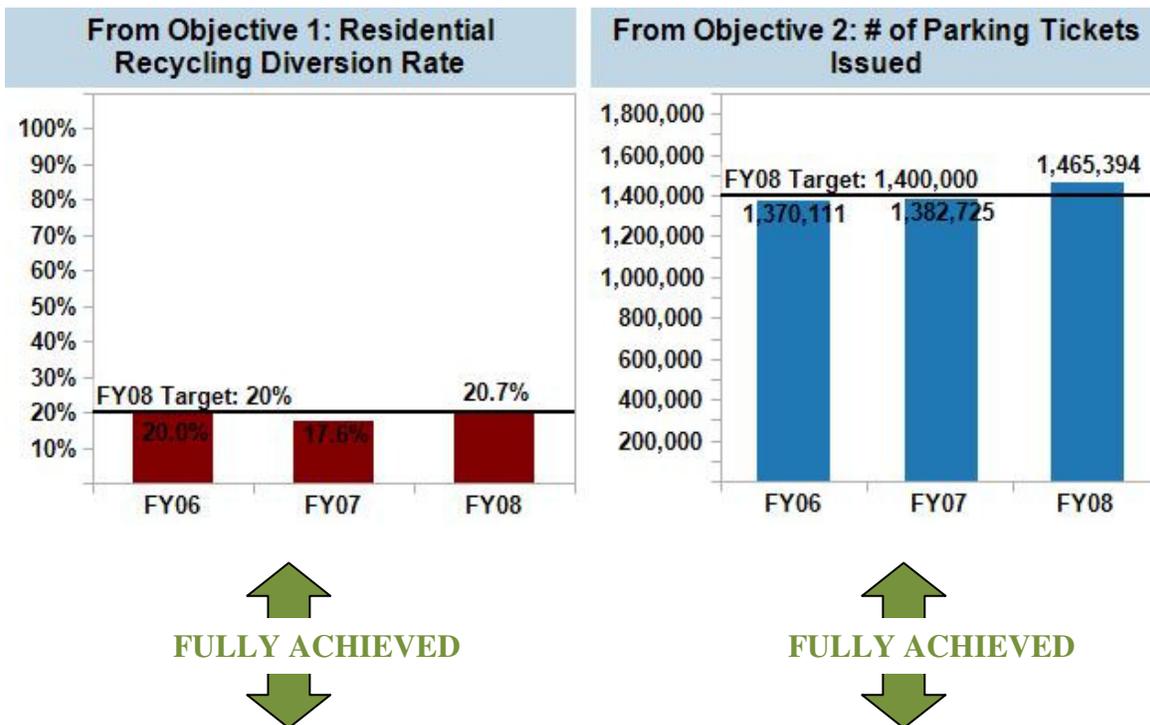
- **INITIATIVE 2.2: Provide access to stolen vehicle information on DPW's parking enforcement systems.**
Partially Achieved. DPW worked with DMV and MPD to identify stolen vehicles using new hand-held ticketing device software. The software has been tested and 5 handhelds are currently in production.
- **INITIATIVE 2.3: Implement License Plate Recognition (LPRS) for timed parking enforcement..**
Partially Achieved. DPW has procured all but 6 license plate recognition units. These remaining units are scheduled for installation by January 2009.

OBJECTIVE 3: Fleet maintenance to fleet management. Improve business processes to ensure mission critical equipment will be available for core services for all agencies.

- **INITIATIVE 3.1: Improve repair turnaround time.**
Partially Achieved. In FY 2008 to date, the 24-hour turnaround cycle is being met 85% of the time, up from 36.6% in FY2007. The KPI target was set at 95%.
- **INITIATIVE 3.2: Establish citywide replacement schedules and equipment acquisition financing plans in conjunction with the District's Chief Financial Officer.**
Fully Achieved. In FY08, DPW reviewed and analyzed its Fleet Replacement Plan and worked with OCA to launch a Fleet Reduction Plan to increase the efficiency of the Fleet program. The DC Fleet Share program, a motor pool system scheduled and accessed online, was established to reduce the number of dedicated vehicles in the District's fleet. The next stage of the Fleet Reduction Plan, review of DPW's replacement schedule, will be completed in FY2009.
- **INITIATIVE 3.3: Strengthen partnerships with District schools to provide vocational training opportunities.**
Partially Achieved. DPW continues to support the Spingarn and Ballou programs by providing placement of graduates from the vocational program who specialize in vehicle body work repairs. DPW offers approximately 20 District high school students job training and career opportunities in the District government..



Key Performance Indicators – Highlights



More About These Indicators:

How did the agency's actions affect this indicator?

- The agency's actions positively affected the indicator through several effective means of public education and increasing opportunities for the public to participate in recycling opportunities via the weekly document shredding and weekly household hazardous waste/e-cycling drop-off.

What external factors influenced this indicator?

- External factors influencing this indicator include increased public concern about environmental matters and increased public concern to securely destroy private documents and dispose of them responsibly.

How did the agency's actions affect this indicator?

- The agency's actions positively affected this indicator through improved accountability of Parking Control Officer (PCO) supervisors and monitoring of productive hours of PCOs .

What external factors influenced this indicator?

- External factors influencing this indicator include an increase in parking demands around the new Nationals Baseball Stadium and the Columbia Heights business district.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
OBJECTIVE 1: Keep DC clean. Ensure 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.					
● % of the District’s Gateways, commercial and residential areas rated “clean” or “moderately clean”	86.5%	N/A	90.0%	90.7%	90.0%
● % of trash collection routes completed on the scheduled day	98.9%	99.6%	99.8%	99.5%	99.8%
● Complaint rate for missed trash and yard waste collections (standard is 6 per 10,000 collections).	21	13	6	15	6
● % of recycling collection routes completed on the scheduled day.	99.0%	99.5%	99.8%	99.9%	99.8%
● Complaint rate for missed recycling collections (standard is 6 per 10,000 collections).	7	6	6	4.5	6
● # of graffiti abatements.	N/A	2,500	1,960	1,948	1,960
● Pounds of household and bulk trash generated per residence served (annual measure).	2,094	2,208	2,000	2,133	1,960
● Residential recycling diversion rate.	20.0%	17.6%	20.0%	20.7%	22.0%
OBJECTIVE 2: Parking. Ensure parking opportunities for District residents, businesses and visitors by encouraging voluntary compliance with parking regulations.					
● # of parking tickets issued.	1,370,111	1,382,725	1,400,000	1,465,394	1,600,000
● Cost per ticket issued (PS/# of tickets).	N/A	N/A	N/A	\$6.43	TBD
● # of vehicles immobilized.	18,100	18,229	19,000	18,607	20,000
● % of RPP blocks covered by daily enforcement.	21.8%	21.8%	30.0%	24.6%	35.0%
● % of service requests for abandoned vehicles on public space resolved within 5 business days.	90.7%	78.5%	85.0%	90.0%	95.0%
OBJECTIVE 3: Fleet maintenance to fleet management. Improve business processes to ensure mission critical equipment will be available for core services for all agencies.					
● % of mission critical fleet maintained by DPW available for daily operations.	96.1%	100%	95.0%	100%	98.0%
● % compliance with preventive maintenance appointments.	82.8%	76.6%	90.0%	74.4%	95.0%
● % mechanics with at least one certification (e.g., ASE)	N/A	28.0%	50.0%	15.7%	50.0%
● % light vehicle maintenance (excluding engine, transmission and body work) completed within 24 hours.	N/A	36.6%	80.0%	78.2%	95.0%



District Department of the Environment

DDOE (KG)

MISSION

Protect and enhance human health and the environment through preservation, conservation, restoration, education, enforcement, and energy-efficient practices to improve the quality of life in the District of Columbia.

SUMMARY OF SERVICES

The District Department of the Environment (DDOE) is the lead agency for creating, promulgating and enforcing District of Columbia environmental standards. Additionally, DDOE develops and implements innovative policy and programming solutions to address environmental challenges, including issues such as climate change, property contamination, sustainable development and natural resource protection. The Department also provides certification, review and technical analysis services to both the District government and District residents through inspections, training programs, and permitting processes.

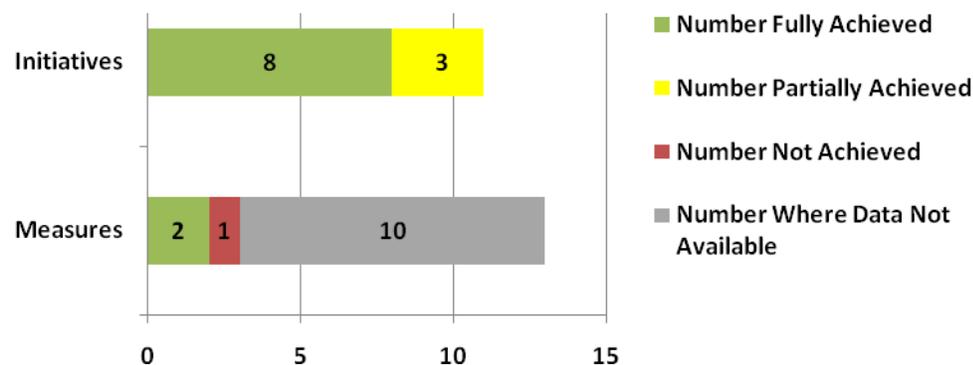
AGENCY OBJECTIVES

1. Establish a strong, cohesive environmental regulatory framework.
2. Educate District residents about environmentally friendly behaviors and practices through outreach, education, and awareness.
3. Encourage District-wide environmental and sustainability goals by utilizing DDOE expertise and resources
4. Enrich, restore, and protect the environmental quality of the District's natural resources
5. Enforce compliance with environmental regulations

ACCOMPLISHMENTS

- ✓ DDOE provided training and green-collar work experience to 300 District youth through the creation of the Mayor's Green Summer Jobs Corps.
- ✓ DDOE served 30,506 District residents through the Low-Income Home Energy Assistance Program (LIHEAP).
- ✓ DDOE effectively responded to several environmental emergencies in the past year, including the CSX derailment, Fort Reno closure, Washington Channel oil spill, and Jimmy's Tire fire.

OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

OBJECTIVE 1: Establish a strong, cohesive environmental regulatory framework.

-  **INITIATIVE 1.1: Low impact design.**
Fully Achieved. DDOE successfully drafted revised stormwater and sedimentation regulations in FY08, and they should be formally promulgated through the DC Register in Fall, 2008. DDOE also hired an expert in Low-Impact Design (LID) technology to increase coordination between planning and permitting in DDOE's Watershed Protection Division; as well as provide technical support and training to District agencies, developers, businesses, and residents in using LID technology to reduce stormwater runoff and improve water quality in our streams and rivers.
-  **INITIATIVE 1.2: Water and air quality standards.**
Partially Achieved. DDOE has initiated work on several air quality regulations in FY08, both new and updates to existing regulations, and expects to have some finalized in the next year. The Water Quality Division is currently in the process of conducting the next triennial revision of the water quality standards, which will be completed in 2009. Staff at DDOE have undergone extensive training in FY08, including the drafting of a training manual and using best practices from other jurisdictions to increase DDOE's enforcement capabilities.

OBJECTIVE 2: Educate District residents about environmentally friendly behaviors and practices through outreach, education, and awareness.

-  **INITIATIVE 2.1: Outreach and education.**
Fully Achieved. The green.dc website was launched by DDOE in 2008, which is a clearinghouse for environmental policies and programs in the District, and as it grows will be a valuable resource for District residents and visitors. DDOE pioneered the highly successful Mayor's Green Summer Job Corps program in 2008, where students performed environmental cleanups and public education while learning life skills at the University of the District of Columbia. DDOE also increased the size of their communications staff, and began conducting expanded, intensive media outreach on numerous topics such as energy assistance and vector control in 2008.
-  **INITIATIVE 2.2: Regulatory awareness.**
Fully Achieved. New educational materials organized by audience (previously by DDOE program area) are being developed to explain the entire portfolio of environmental regulations to businesses and developers, and should be ready for public distribution in FY09. DDOE began conducting pre-development meeting informally in 2008, to keep developers and businesses updated. DDOE's Office of Enforcement and Environmental Justice hired 2 FTEs in FY08, which has allowed DDOE to design a program to both support compliance and enforce against violations.



OBJECTIVE 3: Encourage District-wide environmental and sustainability goals by utilizing DDOE expertise and resources.

INITIATIVE 3.1: Capital Futures.

Partially Achieved. The Capital Futures Plan will be shifted into a new sustainability agenda that is currently being developed in conjunction with the Mayor's CapStat program. In FY08, DDOE successfully greened six schoolyards, began identifying land in the District which might be suitable for habitat protection, launched a new website with a sustainability resource center (green.dc.gov), hired a program analyst to focus on business outreach and a green building specialist to focus on incorporating green building practices, standards and design into both public and private projects.

INITIATIVE 3.2: High performance buildings.

Fully Achieved. DDOE is working closely with DCRA, OPM, DHCD and other agencies to implement the Green Building Act. The agency actively engaged with DCRA and the Green Building Advisory Council to green the new 2008 Construction Codes. DDOE is also working closely with OPEFM to directly support greening of school projects and to support development of program-wide green building standards, an example of this collaboration is at Woodson High School which is targeted to be a LEED Platinum Building.

INITIATIVE 3.3: Climate action plan.

Fully Achieved. Through the Mayor's Green Team, DDOE formed an interagency Climate Working Group and is charting the development of a climate action plan by early 2009. DDOE is finalizing protocols to conduct a carbon baseline analysis of government and citywide operations and to lay the groundwork for the final climate action plan. DDOE has also participated in the MWCOG climate program to produce its Climate Change Report for the National Capital Region and is now a member of the national Climate Registry.

OBJECTIVE 4: Enrich, restore, and protect the environmental quality of the District's natural resources.

INITIATIVE 4.1: Clean Anacostia River.

Fully Achieved. In 2008, DDOE successfully launched a web-based water quality reporting system that allows the public to monitor dissolved oxygen, pH, water temperature, turbidity and chlorophyll. DDOE has worked on legislation to adjust the stormwater fee to raise additional revenue for the reduction of stormwater pollution, which is currently before Council. The DDOE Stormwater Division has revised and updated its Permit Compliance Matrix with tasks and commitments for District agencies to meet municipal separate storm sewer system obligations based on the November MS4 Letter Agreement with EPA Region III. DDOE also developed and launched a public outreach campaign called RiverSmart Homes, which offers incentives to homeowners interested in reducing stormwater pollution from their properties.

INITIATIVE 4.2: Wetlands protection.

Fully Achieved. DDOE's Water Quality Division brought on an Environmental Protection Specialist who will be responsible for the evaluation of wetlands, delineation of wetlands, and addressing impact to wetlands from development projects. DDOE remains committed to designing and applying a no-net-loss wetlands policy, which is still in the drafting stages.



OBJECTIVE 5: Enforce compliance with environmental regulations.

● INITIATIVE 5.1: Lead exposure reduction.

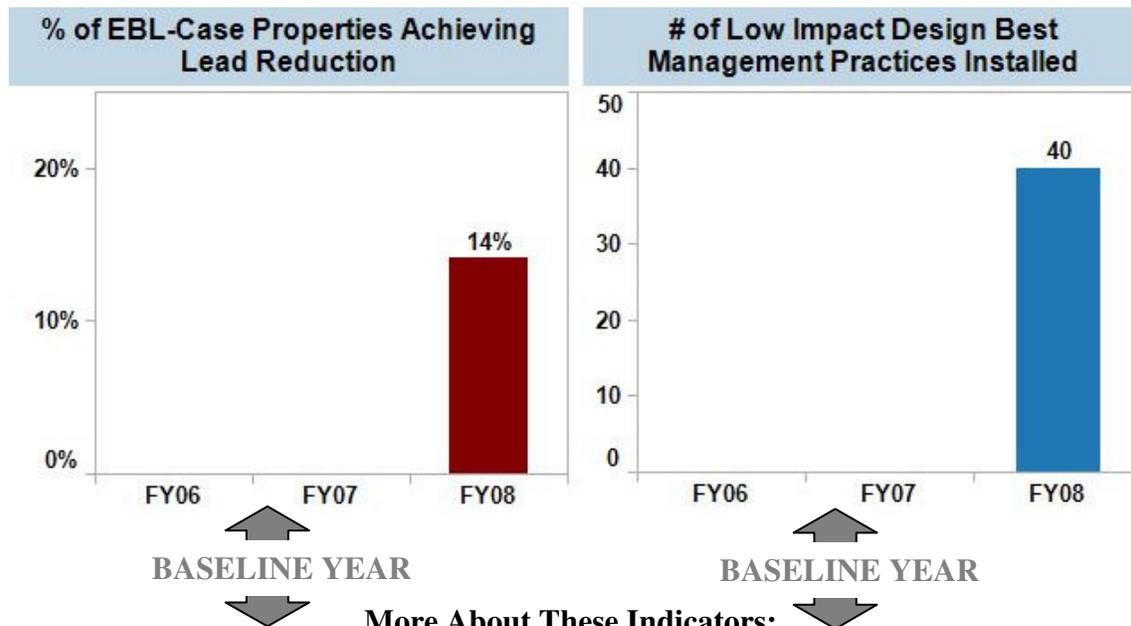
Fully Achieved. DDOE prepares a biweekly report that updates the progress that each District agency is making to resolve lead poisoning cases in the District. Steps have been initiated to ensure that the lead poisoning prevention, inspection and enforcement programs are consolidated at DDOE by Oct. 1, 2008. This consolidation should help streamline the process of addressing and preventing lead poisoning and improve the tracking of lead-affected properties and cases.

● INITIATIVE 5.2: Brownfield planning and redevelopment.

Partially Achieved. DDOE requested \$1.3M from U.S. EPA to support assessment of up to 70 potential brownfield sites over two years, however because EPA provided only 600K in federal funds, DDOE anticipates it will only be able to assess approximately 40 sites. DDOE has hired a new manager for this program, and is coordinating with the Office of the Deputy Mayor for Planning and Economic Development (DMPED) to finalize the initial list of sites for assessment. Final selection of sites will be based on criteria such as size, location, nature and extent of contamination, and potential for remediation and redevelopment.



Key Performance Indicators – Highlights



More About These Indicators:

How did the agency's actions affect this indicator?

- DDOE consolidated elements of the District's lead response from disparate agencies into DDOE during FY08.
- DDOE strengthened its cooperation with other District agencies in order to ensure that properties where a child was lead poisoned eliminated any lead hazards.

What external factors influenced this indicator?

- A property owner's completion of the abatement process is often contingent on the availability of certified contractors to perform the necessary work. Therefore, this indicator remained relatively low.
- In order to counter this external factor, DDOE is seeking ways to expand lead professional capacity in the District.

How did the agency's actions affect this indicator?

- DDOE is moving to revise stormwater regulations that will require LID as the first option for on site stormwater management.
- Within DDOE, increased training for permit reviewers and the hiring of a LID specialist engineer helped to promote greater application of low impact design technologies.
- DDOE expanded incentive programs for low impact design installation via its Watershed Protection Division.

What external factors influenced this indicator?

- In 2008, DDOE was subject to the terms of a new MS4 permit issued by US EPA. The permit emphasized a number of innovative stormwater reduction strategies; the District was directed to install LID Best Management Practices in the public right-of way.
- The first phase of the Green Building Act of 2006 requirements took effect in FY08. Low impact design installations are one of many available means for developers and property managers to gain the LEED points required to achieve building certification.



Key Performance Indicators – Details

Performance Assessment Key:

- Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
OBJECTIVE 1: Establish a strong, cohesive environmental regulatory framework					
● % of stormwater plans approved that contain low impact designs	25%	25%	50%	73%	50%
● # of low impact design best management practices installed.	N/A	N/A	N/A	40	TBD
OBJECTIVE 2: Educate District residents about environmentally friendly behaviors and practices through outreach, education, and awareness.					
● % of applicable development projects conducting pre-plan meetings with DDOE.	N/A	N/A	N/A	61	TBD
● % of District residents reached by DDOE environmental education and outreach efforts.	N/A	N/A	25%	37%	25%
OBJECTIVE 3: Encourage District-wide environmental and sustainability goals by utilizing DDOE expertise and resources.					
● % reduction of kilowatt hours from the prior year in targeted District government buildings	N/A	N/A	7%	TBD	25%
● % of commercial building operators trained by DDOE in energy efficient practices.	N/A	N/A	N/A	TBD	TBD
● % of commercial buildings participating in energy star benchmarking programs.	N/A	N/A	N/A	TBD	TBD
OBJECTIVE 4: Enrich, restore, and protect the environmental quality of the District's natural resources.					
● # new stormwater best management practices installed annually that protect the Anacostia River . . .	N/A	65	75	48	75
● # of pounds of nitrogen and phosphorous prevented from entering the Potomac and Anacostia River by stormwater best management practices	1745	1345	2400	764	2400
● # of tons of sediment prevented from entering the Potomac and Anacostia River annually by stormwater best management practices.	135	105	185	53	185
● % increase in suitable fish and wildlife habitat acreage.	N/A	N/A	30%	TBD	30%
OBJECTIVE 5: Enforce compliance with environmental regulations.					
● % of EBL-case properties achieving lead reduction. . .	N/A	N/A	N/A	14%	TBD
● # of leaking underground storage tank site clean-ups initiated.	N/A	24	50	17	50



Office of Property Management

OPM (AM)

MISSION

Support the District Government through building operations, real estate management and capital construction.

SUMMARY OF SERVICES

The Office of Property Management is responsible for real estate services for the District Government, including property acquisition and disposal, construction management, property repairs, security services and overall portfolio management for over eight million square feet of owned and leased property.

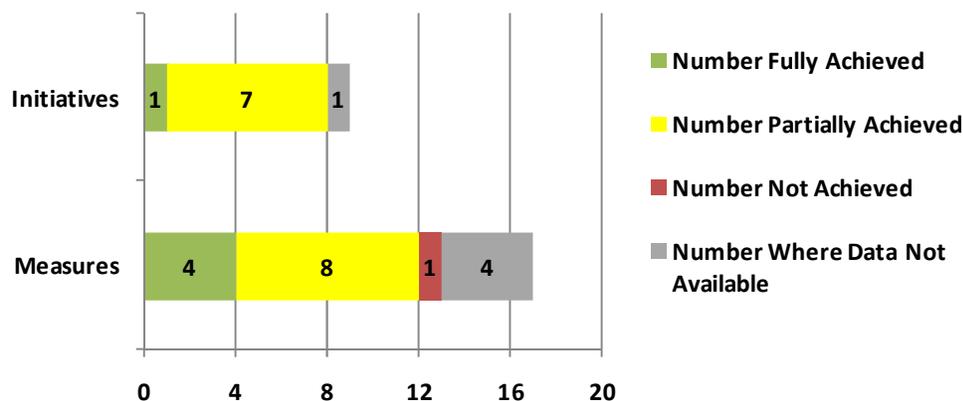
AGENCY OBJECTIVES

1. Achieve the most efficient use of District-owned property by maximizing its application for agency facilities and reducing dependence on leased space.
2. Provide a clean, safe and operational work environment for District agencies through maintenance, custodial, repair and protective services.
3. Support the efficient provision of government services through high quality and efficient stewardship of constructed assets.

3 KEY ACCOMPLISHMENTS

- ✓ OPM completed construction of the Public Health Laboratory Annex at DC Village and the DC Animal Shelter, renovated the Ward 4 Senior Wellness Center, Harmony House group home and Lincoln Theater, installed two green roofs, completed 16 office build-outs for client agencies, replaced 10 roofs and 5 windows, renovated 3 HVAC systems, and refurbished 3 elevators.
- ✓ OPM advanced construction management and project bidding of the Consolidated Forensic Laboratory, design and project bidding of the Minnesota-Benning Government Center, construction of a new Oak Hill Youth Center facility and Minnesota-Benning WMATA garage and renovation of Eastern Market.
- ✓ OPM reorganized the Protective Services Division. The Division is under new leadership, has established new procedures and training requirements, and has enhanced enforcement of contractor accountability.

OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

- Fully achieved Partially achieved Not achieved Data not reported

OBJECTIVE 1: Achieve the most efficient use of District-owned property by maximizing its application for agency facilities and reducing dependence on leased space.

- INITIATIVE 1.1: Develop a comprehensive plan for all DC agencies to improve efficient space use and reduce leased space.**
Partially Achieved. In FY08, OPM completed “architectural programming” for agencies facing lease expirations or moves for other reasons, including DDS, CFSA, ABRA, DISB, OCFO, DCRA, OAG, OAH, DHCD and OP. OPM developed the “FY08 Swing, Consolidation and Relocation Plan,” which maps out the future of expiring leases. OPM developed an Operation Plan which defines the District’s real estate portfolio; outlines all fixed costs associated with office, industrial, special purpose and vacant land; and incorporates anticipated agency activity for FY08-FY10 such as transitioning from leased to owned space, the school repurposing and homeless shelter initiatives.
- INITIATIVE 1.2: Implement the ARCHIBUS Lease Management System to achieve more accurate and streamlined asset management, facilitate timely reporting and strategic leasing and development planning.**
Not Reported/Applicable. At the time this initiative was created, OPM did not fully understand the dismal quality of its records and lack of repeatable business processes and systems, both necessary to launch an effective electronic lease management system. OPM conducted massive efforts to clean up hard copy records, enhance the accuracy of existing electronic data, and began documenting business processes. Upon completion of the business process design, Archibus will be evaluated within the context of all possible Lease Management Software providers to determine the best solution.
- INITIATIVE 1.3: Consolidate agency operations and transition agencies from leased space to District-owned facilities.**
Partially Achieved. During FY08, OPM vacated two leased warehouses (totaling 17,600 square feet), which will save the District \$144,354 annually. OPM, with the assistance of the DOC work crew and other agencies, cleared an additional 35,000 square feet of warehouse space and moved DCRA and DOES from leased to owned space. In FY08, OPM ended a total of nine leases for a reduction of 154,663 square feet.
- INITIATIVE 1.4: Achieve energy savings by creating an electricity usage reduction program.**
Partially Achieved. In FY08, OPM saved the District approximately \$1 million in natural gas costs through a reverse auction. In FY08 OPM began preparing EnergyCAP for implementation. EnergyCAP is a software program which facilitates efficient research, reporting, payment, and transparency in the calculation of fixed costs. OPM migrated historical consumption and cost data to EnergyCAP and began validating the data by hand.

OBJECTIVE 2: Provide a clean, safe and operational work environment for District agencies through maintenance, custodial, repair and protective services.

- INITIATIVE 2.1: Implement ARCHIBUS to manage and track maintenance and repair work orders to enhance delivery of quality facility services to District agencies.**



Partially Achieved. Archibus was posted online in FY08, but was removed mid-year due to flawed data and dysfunctional design. OPM has partnered with OCTO to design REMEDY, a simpler application which is triggered by service requests and a preventive maintenance schedule to generate, assign and track work orders.

● **INITIATIVE 2.2: Develop and implement a preventative maintenance and routine replacement program to maximize longevity of assets and reduce costs.**

Partially Achieved. In FY08, OPM developed draft preventive maintenance plans for the Reeves Center and One Judiciary Square. This plan will serve to provide preventive maintenance activities for all structural and mechanical equipment to include HVAC, plumbing, and exhaust systems.

● **INITIATIVE 2.3: Reduce security expenditures by leveraging technology to replace reoccurring contract guard costs.**

Partially Achieved. In FY08, OPM completed security assessments for the Wilson Building, One Judiciary Square and the Reeves Center to identify vulnerabilities and coverage that could be replaced by technology, resulting in cost savings.

OBJECTIVE 3: Support the efficient provision of government services through high quality and efficient stewardship of constructed assets.

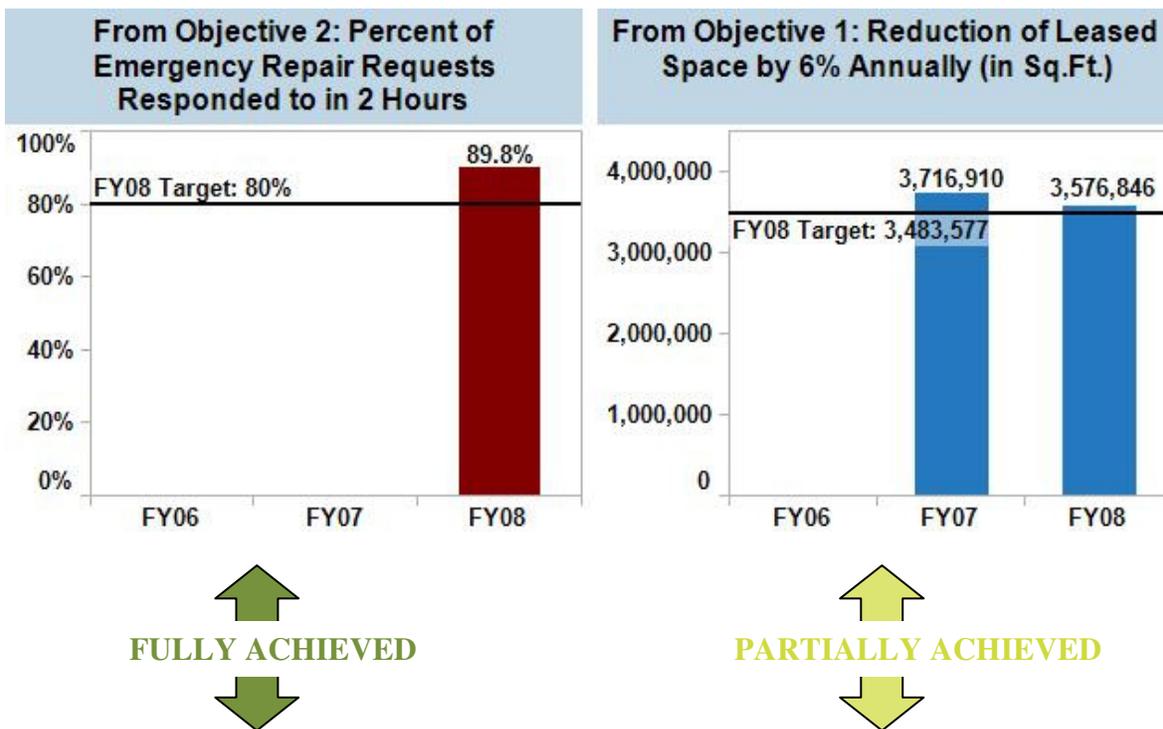
● **INITIATIVE 3.1: Complete or start construction on major building projects.**

Partially Achieved. By the end of FY08, OPM had completed 95% of the JB Johnson Nursing Home and Federal City Shelter, 98% of the Minnesota-Benning WMATA garage, 60% of the Oak Hill Youth Center and 75% of the stabilization construction of the Gales Shelter. OPM rebuilt Eastern Market's South Hall roof and completed window restoration in the facility. OPM finalized construction documents and issued a solicitation for the construction phase of the Consolidate Forensics Lab.

● **INITIATIVE 3.2: Develop and implement a project management tool that will track construction projects against time and budget.**

Fully Achieved. OPM's Construction Division contracted with a consulting firm to provide a centralized "one stop" IT system to develop a system which incorporates all information from project launch to delivery.

Key Performance Indicators – Highlights



More About These Indicators:

How did the agency's actions affect this indicator?

- OPM achieved this performance goal by reorganizing the Facilities Division to improve management, ensure full staffing and adequate resources. OPM created a new, citywide rapid response team consisting of a plumber, electrician, engineer and maintenance worker. This team promptly responds to emergencies during off hours at all OPM managed facilities.

What external factors influenced this indicator?

- None.

How did the agency's actions affect this indicator?

- OPM successfully reduced the District's dependence on leased space by a net decrease of 140,064 SF in FY08 by consolidating agency operations and relocating programs from leased to District owned space. Four architectural firms were utilized by OPM to begin a sweeping initiative to perform "architectural programming" to reduce waste, improve efficiency and maximize savings.

What external factors influenced this indicator?

- The District's goal to concentrate judicially-focused agencies at One Judiciary Square, funding availability, the transfer of closed schools to OPM to be repurposed for agency use and the terms of pre-existing leases impacted OPM's ability to autonomously strategize and time agency relocations and lease cancellations.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
OBJECTIVE 1: Achieve the most efficient use of District-owned property by maximizing its application for agency facilities and reducing dependence on leased space.					
● Occupied and usable SF per office employee.	N/A	N/A	250	TBD	245
● Electricity consumption (in kilowatt hours) at District-owned buildings*.	N/A	108,558,031	105,952,638	375,340,088	331,885,426
● Reduction of leased space by 700,000 SF (6% reduction annually).	N/A	3,716,910	3,483,577	3,576,846	3,533,583**
● Percent of District Government office space currently leased.	53%	50.0%	49.0%	48.3%	39.1%
● Percent of leased space that is currently occupied.	N/A	N/A	90%	87%	87%
● Percent of District-owned and usable space that is currently occupied.	N/A	N/A	85%	100%	100%
● Cost per SF for leased space	\$30.74	\$28.35	N/A	\$34.91	N/A
● Cost per SF for District-owned space.	\$9.48	\$9.36	N/A	\$10.67	N/A
OBJECTIVE 2: Provide a clean, safe and operational work environment for District agencies through maintenance, custodial, repair and protective services.					
● Percent of emergency repair requests responded to within 2 hours.	N/A	N/A	80.0%	89.8%	92%
● Percent of non-emergency repair requests responded to within 48 hours.	N/A	N/A	50.0%	86.0%	90.0%
● Number of repair requests per 100,000 SF maintained.	N/A	N/A	60	64	50
● Total recycling tonnage (Wilson, Reeves, Judiciary Sq., Daly).	323	374	393	389	413
● Percent of recycling material collected as a percentage of total waste collected (Wilson, Reeves, Judiciary Sq., Daly).	28%	40%	45%	40%	47%

* In the past, this measure was evaluated on an average consumption per facility basis. In FY08 and beyond, OPM is evaluating total consumption in all owned buildings.

** The FY09 baseline differs from the square footage of space leased by OPM at the end of FY08 because in FY08, OPM developed an Operation Plan which carefully re-examined our inventory. The Operation Plan defines the District's real estate portfolio and associated fixed costs. It incorporates anticipated future agency activity for the next twenty-four months such as: transitioning from leased to owned space, the school repurposing initiative, homeless shelter initiatives and all costs associated with office, industrial, special purpose and vacant space.



	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
OBJECTIVE 3: Support the efficient provision of government services through high quality and efficient stewardship of constructed assets.					
● Percent of construction projects completed on schedule.	N/A	N/A	85%	68%	80%
● Percent of construction projects completed within the original budget.	N/A	N/A	85%	64%	80%
● % of projects rated good or excellent by adjoining neighbors in post project survey.	N/A	N/A	N/A	N/A	N/A
● Percent of construction projects where the total dollar value of change orders does not exceed 5% of the total construction costs.	N/A	N/A	85%	76%	80%



Office of Contracting and Procurement

OCP (PO)

MISSION

To provide quality goods and services for District agencies through a coherent and streamlined procurement process that is responsive to the needs of its customers and suppliers.

SUMMARY OF SERVICES

The Office of Contracting and Procurement (OCP) purchases approximately \$1.5 billion in goods and services on behalf of more than 60 different District agencies and programs. Purchases range from basic office supplies and equipment to information technology services to construction and renovation projects. OCP also provides surplus property management for all District agencies.

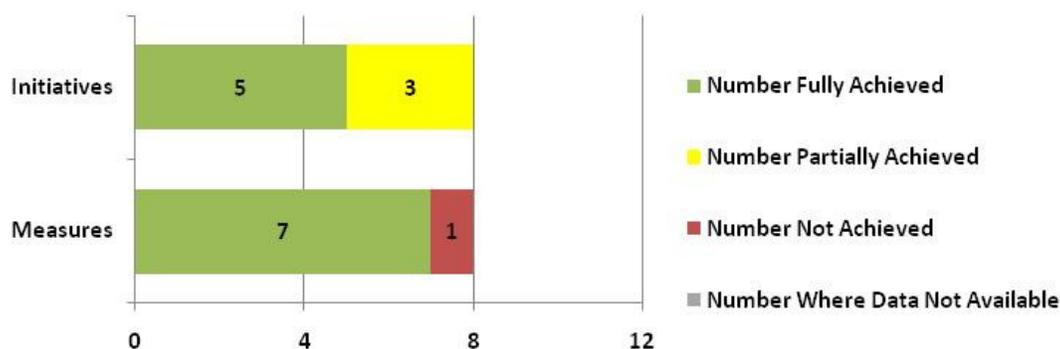
AGENCY OBJECTIVES

1. Streamline and simplify the procurement processes, including authorizing procurement actions at the lowest reasonable level.
2. Support customer agencies in a responsive and professional manner that is in full compliance with governing laws and policies.
3. Increase the quality and value of goods and services procured by maximizing the use of the competitive market place.

3 KEY ACCOMPLISHMENTS

- ✓ OCP received the National Association of State Procurement Official's Cronin Award for using "wiki" technology to make the entire procurement process more transparent.
- ✓ OCP introduced the Annual Performance Plan in July, significantly simplifying the process for agencies to compile their planned purchases for the upcoming year.
- ✓ OCP reorganized its purchasing team to be aligned by commodity rather than by agency. This approach is considered a best practice in the industry, eliminates duplicative solicitations for similar items, ensures objectivity and allows staff to develop an expertise.

OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

OBJECTIVE 1: Streamline and simplify the procurement processes, including authorizing procurement actions at the lowest reasonable level.

-  **INITIATIVE 1.1: Re-engineer the procurement process from beginning to end.**
Partially Achieved. In FY08, OCP focused on re-engineering key elements of the procurement process and organizational structure and decided to postpone performing a full business process redesign until FY09, when it could be done in conjunction with the rollout of two new components to the Procurement Automated Support System (PASS). One key process redesign involved annual procurement planning. Rather than requiring agencies to submit all planned procurements into the Service Level Agreement system each summer, and then resubmit the same information into PASS a few weeks later, OCP consolidated the two exercises and now allows agencies to input all planned procurements into PASS. Further, OCP reorganized staff to cover commodity groups rather than be assigned by agency. This new organization facilitates the establishment of enterprise contracts for commonly needed goods and services because it eliminates the possibility of multiple contracting staff performing individual solicitations for similar items. Further, the commodity-based structure allows staff to become specialized and develop an expertise in different goods and services.
-  **INITIATIVE 1.2: Create a District-wide procurement manual.**
Partially Achieved. At the end of FY08, OCP launched its DCPedia intranet site to serve as a users guide for agencies. The site provides fundamental information about the procurement process, user tips, and includes forms, templates, procedures and web-based training links. The “wiki” format is dynamic and searchable, which makes it a much more useable vehicle than a static MSword or PDF guide. OCP also drafted a detailed procurement procedures manual for OCP staff and procurement professionals in agencies. This procedures manual should be finalized in the first quarter of FY09.
-  **INITIATIVE 1.3: Consolidate purchasing agreements for like goods and services into aggregated contract vehicles that can be ordered electronically.**
Fully Achieved. In FY08, OCP established 26 term contracts that are orderable vehicles for any agency within the enterprise. These contracts include recycled paper, transcription services, courier services, uniforms, oral translation services, landscaping maintenance, certain facility maintenance services and safety flares. In FY09, enterprise contracts will be entered into PASS so that agencies may order directly off these contracts with minimal involvement of OCP.
-  **INITIATIVE 1.4: Delegate authority in a sensible and enforceable manner.**
Fully Achieved. In April 2008, OCP promulgated a new policy allowing agencies to apply for delegated contracting authority up to \$25,000. Providing delegated authority at this level frees OCP staff from a significant number of simple procurements and allows them to focus on the more complex and mission-driven procurements. To receive delegated authority, agencies must nominate an individual to serve as an Agency Contracting Officer. This individual, either based on existing expertise or rigorous training, is then certified by the Chief Procurement Officer to serve on his behalf. Two agencies were delegated authority in FY08. It is expected many more will receive delegated authority in FY09 when OCP begins providing training classes for potential Agency Contracting Officers.



OBJECTIVE 2: Support customer agencies in a responsive and professional manner that is in full compliance with governing laws and policies.

● **INITIATIVE 2.1: Measure and continually improve the procurement process through customer satisfaction measurements.**

Fully Achieved. In late September FY08, OCP released a customer satisfaction survey to extract detailed performance information from agency leadership, COTRs and PASS users. Respondents identified a number of ways OCP can improve service including improving customer communications – particularly with regard to the status of a procurement, accelerating cycle times, and enhancing informational tools and resources. The survey is serving as a guide for OCP’s project priorities in FY09.

OBJECTIVE 3: Increase the quality and value of goods and services procured by maximizing the use of the competitive market place.

● **INITIATIVE 3.1: Create a simple “How To” guide for vendors.**

Partially Achieved. This initiative has changed its focus significantly. Rather than creating a document posted to OCP’s internet site, OCP has joined forces with OCTO, DSLBD, OTR, DOES and DCRA to create an internet portal for the business community. This portal will provide businesses with guidance and links to meet any of their needs involving the District. One component will be doing business with the government, but it will include information and links for first appropriate business licenses with DCRA and getting certified by DSLBD. This broader initiative will result in a much more powerful guide for vendors, but will not be completed until FY09.

● **INITIATIVE 3.2: Improve the vendor evaluation tool to better monitor vendor performance.**

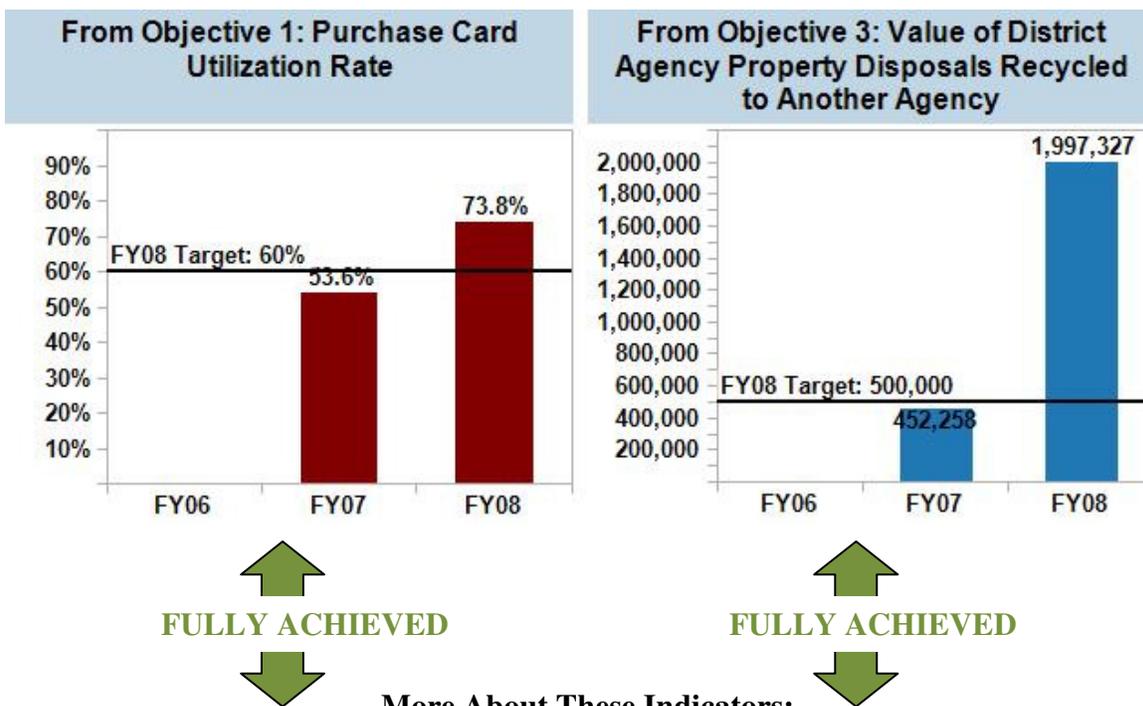
Fully Achieved. OCP determined the best approach for improving the vendor evaluation process was to modify the existing vendor evaluation tool (e-Val) until PASS is equipped to track this sort of vendor information (early FY10). The vendor evaluation (e-Val) tool was modified to allow for updates at a number of intervals/milestones during the contract period; it was initially designed for input only upon completion of work. The other key change to the tool includes complying with the Grading Act of 2008 and implementing a new vendor grading scheme (A, C, F). There have also been new enforcement efforts implemented to ensure COTRs are completing the vendor evaluation at the end of the contract period. These include direct communication to COTRs and their managers by the Contract Administration team when deadlines have not been met. Going forward, vendors receiving an F grade will be suspended/debarred, so maintaining detailed performance information during the contract period is critical.

● **INITIATIVE 3.3: Expand vendor outreach.**

Fully Achieved. In FY08 OCP established a Vendor Relations team and hired a special assistant to direct vendor outreach efforts. In addition to hosting monthly vendor roundtables to educate vendors about the procurement process, OCP held a Vendor Day in August 2008 in an effort to retain existing vendors and recruit new ones. OCP is also using the Evidence Warehouse web-based solicitation process as a model for all complex RFPs going forward. This includes a “wiki” website with videotaped pre-solicitation conferences and meetings, vendor questions and responses, new releases, calendars of deadlines and any other information that would be valuable to a vendor. The vendor relations team is also working to simplify processes for our vendors. The OCP vendor registration and PASS vendor registration processes were merged and redundant steps between the DSLBD certification and DCSS application process have been eliminated.



Key Performance Indicators – Highlights



More About These Indicators:

How did the agency's actions affect this indicator?

- OCP marketed the purchase card to agencies with a significant number of Purchase Orders under \$2500.
- OCP trained and distributed cards to 11 new agencies in FY08.

How did the agency's actions affect this indicator?

- In FY08, OCP facilitated the recycling of nearly \$2M in disposed property to agencies, more than four times the amount recycled in FY07.
- OCP's Personal Property Division (PPD) staff has trained Agency Property Officers across the District to use the Federal Government's surplus property website and acquire property at no charge.
- OCP staff emails web links of newly available surplus property to Agency Property Officers and encourages them to assess it for possible acquisition.
- Further, the PPD generated \$668,000 in revenue through sales of liquidated District property.

What external factors influenced this indicator?

- None.

What external factors influenced this indicator?

- DCRA acquired a significant number of workstations that were Federal Government's surplus property.



Key Performance Indicators – Details

Performance Assessment Key:				
● Fully achieved	● Partially achieved	● Not achieved	● Data not reported	

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
● OBJECTIVE 1: Streamline and simplify the procurement processes.					
Average # of calendar days from requisition to purchase order for simplified acquisitions under 100K - OCP only	12.4	9.3	7.5	6.2	7.0
Purchase card utilization rate (based on total purchases under \$2,500).	N/A	53.6%	60.0%	73.8%	80.0%
# of term contract vehicles	0	0	10	26	52
Total # of P.O.s processed through OCP	19,548	16,663	14,000	15,088	13,000
Total \$ Purchased by OCP (in 000)	\$1,074,000	\$1,164,000	\$1,232,000	\$1,350,711	\$1,303,000
● OBJECTIVE 2: Support customer agencies in a responsive and professional manner that is in full compliance with governing laws and policies.					
% of OCP customers rating OCP satisfactory or better	54.6%	60.8%	65.0%	48.1%	65.0%
● OBJECTIVE 3: Increase the quality and value of goods and services procured by maximizing the use of the competitive market place.					
Number of newly registered vendors839	935	965	1,097	1,000
Value of district agency property disposals recycled to another agency.	N/A	\$452,258	\$500,000	\$1,997,327	\$575,000