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# Department of General Services

www.dgs.dc.gov

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Description	FY 2014	FY 2015	FY 2016	% Change
	Actual	Approved	Proposed	from FY 2015
Operating Budget	\$390,696,424	\$439,573,617	\$474,502,556	7.9
FTEs	681.6	670.9	700.0	4.3

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The goal of the Department of General Services (DGS) is to ensure the delivery of new or modernized, well-equipped, well maintained, safe and secure buildings and facilities for the benefit of District residents and employees. Further, the agency's mission is to promote the efficient and effective management of the District's real estate investments and interests through strategic portfolio management, construction, and facilities management. To this end, DGS will incorporate best management practices from both the public and private sectors where useful.

## Summary of Services

DGS carries out a broad range of real estate management functions. In addition to managing capital improvement and construction programs for a variety of District government agencies, DGS also executes real property acquisitions by purchase or lease; disposes of property through sale, lease or other authorized method; manages space in buildings and adjacent areas; and provides building management services for facilities owned or operated by the District. Among the services provided are engineering, custodial, security, energy conservation, utility management, general maintenance, inspection, planning, and capital repairs and improvement. In all of its endeavors, DGS is dedicated to the following:

- Achieving Efficiency in Operations;
- Achieving Quality in Design and Execution;
- Achieving Excellence in Service and Maintenance;
- Delivering Secure and Safe Places of Work for District Employees; and
- Delivering Aggressive and Attentive Management of the District's Resources.

The agency's FY 2016 proposed budget is presented in the following tables:

## **FY 2016 Proposed Gross Funds Operating Budget, by Revenue Type**

Table AM0-1 contains the proposed FY 2016 agency budget compared to the FY 2015 approved budget. It also provides the FY 2013 and FY 2014 actual expenditures.

**Table AM0-1**  
(dollars in thousands)

<b>Appropriated Fund</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Approved FY 2015</b>	<b>Proposed FY 2016</b>	<b>Change from FY 2015</b>	<b>Percent Change*</b>
<b>General Fund</b>						
Local Funds	239,275	248,468	300,860	327,627	26,767	8.9
Special Purpose Revenue Funds	3,994	4,480	6,325	6,376	51	0.8
<b>Total for General Fund</b>	<b>243,269</b>	<b>252,948</b>	<b>307,184</b>	<b>334,003</b>	<b>26,818</b>	<b>8.7</b>
<b>Private Funds</b>						
Private Donations	0	200	0	0	0	N/A
<b>Total for Private Funds</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>
<b>Intra-District Funds</b>						
Intra-District Funds	130,473	137,548	132,389	140,500	8,111	6.1
<b>Total for Intra-District Funds</b>	<b>130,473</b>	<b>137,548</b>	<b>132,389</b>	<b>140,500</b>	<b>8,111</b>	<b>6.1</b>
<b>Gross Funds</b>	<b>373,742</b>	<b>390,696</b>	<b>439,574</b>	<b>474,503</b>	<b>34,929</b>	<b>7.9</b>

\*Percent change is based on whole dollars.

**Note:** If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2016 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## **FY 2016 Proposed Full-Time Equivalent, by Revenue Type**

Table AM0-2 contains the proposed FY 2016 FTE level compared to the FY 2015 approved FTE level by revenue type. It also provides FY 2013 and FY 2014 actual data.

**Table AM0-2**

<b>Appropriated Fund</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Approved FY 2015</b>	<b>Proposed FY 2016</b>	<b>Change from FY 2015</b>	<b>Percent Change</b>
<b>General Fund</b>						
Local Funds	598.0	671.2	655.4	667.5	12.1	1.8
Special Purpose Revenue Funds	14.0	10.4	15.5	10.5	-5.0	-32.3
<b>Total for General Fund</b>	<b>612.0</b>	<b>681.6</b>	<b>670.9</b>	<b>678.0</b>	<b>7.1</b>	<b>1.1</b>
<b>Intra-District Funds</b>						
Intra-District Funds	0.0	0.0	0.0	22.0	22.0	N/A
<b>Total for Intra-District Funds</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>22.0</b>	<b>22.0</b>	<b>N/A</b>
<b>Total Proposed FTEs</b>	<b>612.0</b>	<b>681.6</b>	<b>670.9</b>	<b>700.0</b>	<b>29.1</b>	<b>4.3</b>

## FY 2016 Proposed Operating Budget, by Comptroller Source Group

Table AM0-3 contains the proposed FY 2016 budget at the Comptroller Source Group (object class) level compared to the FY 2015 approved budget. It also provides FY 2013 and FY 2014 actual expenditures.

**Table AM0-3**  
(dollars in thousands)

Comptroller Source Group	Actual FY 2013	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Percent Change*
11 - Regular Pay - Continuing Full Time	36,739	40,587	41,166	45,120	3,954	9.6
12 - Regular Pay - Other	1,564	498	885	2,139	1,254	141.8
13 - Additional Gross Pay	1,186	1,291	1,397	1,490	94	6.7
14 - Fringe Benefits - Current Personnel	8,897	9,523	9,924	11,166	1,242	12.5
15 - Overtime Pay	2,571	3,088	2,591	2,482	-109	-4.2
<b>Subtotal Personal Services (PS)</b>	<b>50,957</b>	<b>54,988</b>	<b>55,962</b>	<b>62,397</b>	<b>6,435</b>	<b>11.5</b>
20 - Supplies and Materials	4,773	5,451	5,136	5,118	-18	-0.3
30 - Energy, Communication, and Building Rentals	85,585	91,643	104,119	99,972	-4,147	-4.0
31 - Telephone, Telegraph, Telegram, Etc.	85	76	190	190	0	0.0
32 - Rentals - Land and Structures	122,166	121,696	145,248	157,678	12,430	8.6
33 - Janitorial Services	120	0	144	0	-144	-100.0
34 - Security Services	0	0	26,669	35,845	9,176	34.4
35 - Occupancy Fixed Costs	0	0	75,686	85,611	9,925	13.1
40 - Other Services and Charges	6,664	8,102	13,241	12,659	-582	-4.4
41 - Contractual Services - Other	90,391	98,230	12,383	14,316	1,933	15.6
70 - Equipment and Equipment Rental	598	524	796	716	-79	-10.0
80 - Debt Service	9,988	9,988	0	0	0	0
91 - Expense Not Budgeted Others	2,415	0	0	0	0	0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>322,785</b>	<b>335,709</b>	<b>383,611</b>	<b>412,105</b>	<b>28,494</b>	<b>7.4</b>
<b>Gross Funds</b>	<b>373,742</b>	<b>390,696</b>	<b>439,574</b>	<b>474,503</b>	<b>34,929</b>	<b>7.9</b>

\*Percent change is based on whole dollars.

## Division Description

The Department of General Services operates through the following 8 divisions:

**Asset Management** – plans and manages the District’s real estate to achieve its highest and best use. This division engages in activities such as lease administration, allocation of owned and leased properties to District agencies, property acquisition and disposition, fixed cost forecasting for District facilities, and rent collection from entities leasing District-owned property.

This division contains the following 4 activities:

- **Lease Management (DGS Realty)** – provides space location and management services for District agencies in both owned and leased buildings;
- **Swing Space** – provides support for services associated with moving agencies from one space to another;
- **Eastern Market** – provides for the operations and management of Eastern Market through the revenue-generating Eastern Market Enterprise Fund; and
- **Public Education Realty** – provides asset management services to public and private entities, allowing access and utilization of school building and grounds by entering into use agreements, licenses, and lease agreements.

**Facility Operations** – is responsible for the day-to-day operation of many District-owned properties, vacant lots, and homeless shelters, and acts as a liaison for operating purposes between agencies and landlords in leased buildings by maintaining building assets and equipment; performing various repairs and non-structural improvements; and providing janitorial, trash and recycling pickup, postal, and engineering services.

This division contains the following 7 activities:

- **Postal Services** – provides certain postal services to various District agencies in owned property;
- **Facilities/Occupancy** – includes costs associated with operating DGS-managed District buildings. Specifically, Facilities/Occupancy is responsible for elevator and fire alarm maintenance, landscape, air quality, pest control, HVAC and electrical repairs and maintenance, water treatment, salaries for these services, and other related building services contracts;
- **Parking** – provides parking space allocation services and parking revenue monitoring services to the District;
- **RFK/Armory** – provides facilities and security services for Robert F. Kennedy Memorial Stadium and the District of Columbia Armory (non-military portion) based on a Memorandum of Agreement with the District of Columbia Washington Convention and Sports Authority;
- **Janitorial Services** – includes costs associated with operating DGS-managed District buildings;
- **Facilities - Public Education** – includes facility maintenance and repair costs for the District of Columbia Public Schools (DCPS); and
- **Facilities - Parks and Recreation** – includes facility maintenance and repair costs for parks and recreation centers under the Department of Parks and Recreation (DPR);

**Protective Services** – includes the budget for the Protective Service Department (PSD). PSD provides 24-hour security and law enforcement services to government operations by protecting employees, resources, and facilities at District-owned and leased properties. Security includes patrol operations, contract security guard management, and electronic access control and security systems. PSD also assists District and federal agencies during special events and criminal investigations.

**Construction Services** – implements and manages the public building needs through the Capital Improvements Plan (CIP) for most District government agencies. The CIP outlines agencies’ capital needs, including the rehabilitation of existing properties and construction of new facilities. This division ensures the

timely and cost-effective delivery of superior quality engineering, design, and construction, as well as a variety of other technical services on all relevant capital development projects in the CIP.

This division contains the following 3 activities:

- **Construction Services** – houses the operating budget costs of the division including non-capital eligible positions and administrative costs;
- **Office of Planning** – works closely with the District’s Office of Planning on conducting analyses on the feasibility of construction projects; and
- **Public Education Construction Services** – houses the operating budget costs of the Public Education activity including non-capital eligible positions and administrative costs.

**Contracting and Procurement** – provides service and support to DGS (and other agencies as needed) in procuring goods and services that fall into the following categories: construction, architecture, and engineering; facilities maintenance and operation; real estate asset management (including leasing and auditing); utility contracts; and security. Additionally, Contracting and Procurement is responsible for vertical construction procurements for any District agency without independent contracting authority.

**Energy - Centrally Managed** – contains the forecasted expenditures for utility and energy commodities purchased by DGS: fuel, natural gas, electricity, steam, and water.

This division contains the following 7 activities:

- **Auto Fuel** – includes forecasting for auto fuel expenditures. The District purchases four types of fuel - Oil, Unleaded Gasoline, E85 Ethanol, and Diesel Oil - that are used to fuel vehicles;
- **Heating Fuel** – includes forecasting expenditures for fuel used to heat facilities and to fuel generators;
- **Natural Gas** – includes forecasted natural gas expenditures;
- **Electricity** – includes forecasted electricity expenditures;
- **Steam** – includes forecasted steam expenditures;
- **Water** – includes forecasted water and sewer expenditures; and
- **Sustainability D.C.** – includes efficiency measures that both (a) reduce demand on resources and support a healthy, productive life for employees and citizens and (b) improve building performance and avoid excess energy consumption. Specific measures that reduce the demand on resources involve enhanced waste diversion from landfills (e.g., recycling and composting), improved storm water management and water reuse, localized urban agriculture, and upgrades to the pedestrian-transit built environment. Specific measures that improve building performance involve capturing and managing highly granular data on building usage by zone, equipment schedules, and specific equipment performance data to guide preventative maintenance and system retrofits.

**Rent: In-Lease** – includes the budget for in-leasing space, which is the cost of leasing non-District government-owned buildings. Rent is comprised of four individual components: base rent, operating expenses, real estate tax, and parking. Each one of these four charges is unique to the terms and conditions of the lease agreement with each landlord.

**Agency Management** – provides for administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting.

### **Division Structure Change**

The Department of General Services has no division structure changes in the FY 2016 proposed budget.

## FY 2016 Proposed Operating Budget and FTEs, by Division and Activity

Table AM0-4 contains the proposed FY 2016 budget by division and activity compared to the FY 2015 approved budget. It also provides the FY 2014 actual data.

**Table AM0-4**

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015
<b>(1000) Agency Management</b>								
(1010) Personnel	529	969	990	21	6.1	9.0	10.0	1.0
(1030) Property Management	416	471	363	-108	0.0	0.0	0.0	0.0
(1040) Information Technology	360	1,242	999	-243	1.0	4.0	3.0	-1.0
(1045) Legal Services	0	0	907	907	0.0	0.0	6.0	6.0
(1051) Financial Services - Public Education	1,749	2,136	2,411	275	12.2	15.0	16.0	1.0
(1055) Risk Management	128	134	2	-132	1.0	1.0	0.0	-1.0
(1070) Fleet Management	1,216	1,419	1,466	48	0.0	0.0	0.0	0.0
(1080) Communications	78	811	546	-265	0.0	3.0	2.0	-1.0
(1085) Customer Service	53	0	0	0	1.0	0.0	0.0	0.0
(1090) Performance Management	2,208	2,937	2,806	-132	13.3	17.0	17.0	0.0
(1095) Energy Management	903	1,023	1,048	25	5.1	5.0	5.0	0.0
(1110) Personnel - Public Education	254	0	0	0	3.1	0.0	0.0	0.0
(1140) Information Tech - Public Education	431	0	0	0	3.1	0.0	0.0	0.0
(1180) Communication - Public Education	255	0	0	0	2.0	0.0	0.0	0.0
(1190) Performance Management - Public Education	635	0	0	0	2.0	0.0	0.0	0.0
(1195) Environmental - Public Education	876	642	670	28	5.1	5.0	5.0	0.0
No Activity Assigned	2,719	0	0	0	0.0	0.0	0.0	0.0
<b>Subtotal (1000) Agency Management</b>	<b>12,810</b>	<b>11,785</b>	<b>12,208</b>	<b>424</b>	<b>55.1</b>	<b>59.0</b>	<b>64.0</b>	<b>5.0</b>
<b>(2000) Asset Management</b>								
(2001) Lease Management	6,338	4,761	4,665	-96	11.2	11.0	9.0	-2.0
(2002) Utility and Fuel Mgmt	0	0	0	0	1.0	0.0	0.0	0.0
(2004) Swing Space	1,176	1,638	1,638	0	0.0	0.0	0.0	0.0
(2006) Eastern Market	820	893	823	-70	0.6	1.0	1.0	0.0
(2101) Public Education Realty	364	444	456	12	5.1	5.0	5.0	0.0
<b>Subtotal (2000) Asset Management</b>	<b>8,698</b>	<b>7,737</b>	<b>7,582</b>	<b>-155</b>	<b>18.0</b>	<b>17.0</b>	<b>15.0</b>	<b>-2.0</b>
<b>(3000) Facility Operations</b>								
(3001) Postal Services	684	727	771	44	6.1	6.0	6.0	0.0
(3002) Facilities/Occupancy	40,914	69,286	86,763	17,477	114.2	149.5	179.9	30.4
(3004) Parking	526	1,138	927	-211	1.0	1.0	1.0	0.0
(3005) RFK/Armory	2,116	3,009	2,429	-580	9.7	14.5	9.5	-5.0
(3008) Janitorial Services	416	445	475	30	5.1	6.0	6.0	0.0
(3009) Facilities - Public Education	45,189	31,916	31,616	-301	223.6	91.9	95.5	3.6
(3010) Facilities - Parks and Recreation	10,887	17,105	17,599	494	96.9	158.4	158.1	-0.3
(3012) Facilities - MPD	1,313	2,153	0	-2,153	5.1	15.4	0.0	-15.4
(3013) Facilities - FEMS	606	1,930	0	-1,930	0.0	11.2	0.0	-11.2
<b>Subtotal (3000) Facility Operations</b>	<b>102,651</b>	<b>127,709</b>	<b>140,579</b>	<b>12,871</b>	<b>461.7</b>	<b>453.9</b>	<b>456.0</b>	<b>2.1</b>

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**Table AM0-4 (Continued)**

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015
<b>(4000) Protective Services</b>								
(4001) Protective Services	39,001	37,805	51,281	13,476	112.2	108.0	130.0	22.0
<b>Subtotal (4000) Protective Services</b>	<b>39,001</b>	<b>37,805</b>	<b>51,281</b>	<b>13,476</b>	<b>112.2</b>	<b>108.0</b>	<b>130.0</b>	<b>22.0</b>
<b>(5000) Construction Services</b>								
(5001) Construction Services	2,145	2,420	2,091	-328	11.2	13.0	11.0	-2.0
(5010) Office of Planning	0	0	454	454	0.0	0.0	3.0	3.0
(5101) Public Education Construction Services	242	238	236	-2	2.0	2.0	2.0	0.0
<b>Subtotal (5000) Construction Services</b>	<b>2,387</b>	<b>2,658</b>	<b>2,782</b>	<b>124</b>	<b>13.3</b>	<b>15.0</b>	<b>16.0</b>	<b>1.0</b>
<b>(6000) Contracting and Procurement</b>								
(6001) Contracting and Procurement	1,205	2,646	2,420	-226	11.2	18.0	19.0	1.0
(6101) Contracting and Procurement Public Education	730	0	0	0	10.2	0.0	0.0	0.0
<b>Subtotal (6000) Contracting and Procurement</b>	<b>1,935</b>	<b>2,646</b>	<b>2,420</b>	<b>-226</b>	<b>21.4</b>	<b>18.0</b>	<b>19.0</b>	<b>1.0</b>
<b>(7000) Energy - Centrally Managed</b>								
(7001) Auto Fuel	15,699	21,422	17,388	-4,033	0.0	0.0	0.0	0.0
(7002) Heating Fuel	238	1,007	911	-96	0.0	0.0	0.0	0.0
(7003) Natural Gas	12,139	10,929	10,640	-288	0.0	0.0	0.0	0.0
(7004) Electricity	48,592	50,466	50,237	-229	0.0	0.0	0.0	0.0
(7005) Steam	1,672	1,953	1,952	0	0.0	0.0	0.0	0.0
(7006) Water	13,191	16,157	16,272	115	0.0	0.0	0.0	0.0
(7007) Sustainability D.C.	0	2,054	2,570	516	0.0	0.0	0.0	0.0
<b>Subtotal (7000) Energy - Centrally Managed</b>	<b>91,530</b>	<b>103,987</b>	<b>99,972</b>	<b>-4,015</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(8000) Rent: In-Lease</b>								
(8001) Rent: In-Lease	131,684	145,248	157,678	12,430	0.0	0.0	0.0	0.0
<b>Subtotal (8000) Rent: In-Lease</b>	<b>131,684</b>	<b>145,248</b>	<b>157,678</b>	<b>12,430</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Proposed Operating Budget</b>	<b>390,696</b>	<b>439,574</b>	<b>474,503</b>	<b>34,929</b>	<b>681.6</b>	<b>670.9</b>	<b>700.0</b>	<b>29.1</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

**Note:** For more detailed information regarding the proposed funding for the activities within this agency's divisions, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2016 Operating Appendices** located on the Office of the Chief Financial Officer's website.

## **FY 2016 Proposed Budget Changes**

The Department of General Services' (DGS) proposed FY 2016 gross budget is \$474,502,556, which represents a 7.9 percent increase over its FY 2015 approved gross budget of \$439,573,617. The budget is comprised of \$327,626,984 in Local funds, \$6,375,840 in Special Purpose Revenue funds, and \$140,499,733 in Intra-District funds.

### **Current Services Funding Level**

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2015 approved budget across multiple divisions, and it estimates how much it would cost an agency to continue its current divisions and operations into the following fiscal year. The FY 2016 CSFL adjustments to the FY 2015 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DGS' FY 2016 CSFL budget is \$343,991,956, which represents a \$43,132,443, or 14.3 percent, increase over the FY 2015 approved Local funds budget of \$300,859,513.

### **CSFL Assumptions**

The FY 2016 CSFL calculated for DGS included adjustment entries that are not described in detail on table 5. These adjustments include a reduction of \$186,000 to account for the removal of one-time funding appropriated in FY 2015 for the Smoking Restriction Amendment Act of 2013. Additionally, adjustments were made for a net increase of \$1,668,092 in personal services to account for the impact of cost-of-living adjustments, and approved compensation agreements implemented in FY 2015, and an increase of \$223,843 in non-personal services based on the Consumer Price Index factor of 2.2 percent.

DGS' CSFL funding for Fixed Costs Inflation Factor reflects an adjustment for an increase of \$37,798,773 to account for an adjustment to reflect Fixed Costs estimates from DGS. Additionally, adjustments were made for the restoration of one-time salary lapse for an increase of \$3,500,000, and an increase of \$127,735 for Other Adjustments to account for proper funding of compensation and classification reforms within the Workforce Investments fund for Compensation Groups 1 and 2.

### **Agency Budget Submission**

**Increase:** DGS provides cost-effective and centralized fixed cost, utilities, security and facilities management services for buildings owned and leased by the District of Columbia. To facilitate this objective, DGS' Local funds budget proposes an increase of \$1,163,314 and 10.1 Full-Time Equivalent (FTEs) in personal services. This adjustment is primarily due to 4.1 FTEs transferred from the Office of the Attorney General, 5.0 FTEs operationally shifted from Special Purpose Revenue funds, and 1.0 FTE created in the Construction Services division for the Strategic Planning Officer position. Also included in the adjustment are increases for projected salary step increases and Fringe Benefits costs.

In Special Purpose Revenue funds, the proposed budget includes an increase of \$416,467 based primarily on projected increase in revenue generated from the Eastern Market Enterprise fund and the facilities and security services provided for Robert F. Kennedy Memorial Stadium and the District of Columbia Armory (non-military portion). DGS' operation of these latter funds is based on a Memorandum of Agreement (MOU) with the District of Columbia Washington Convention and Sports Authority.

The proposed budget in Intra-District funds includes an increase of \$17,903,805. This is primarily due to a reforecast of the Fixed Cost estimates based on usage and agreed in a citywide MOU between DGS and the Exception Agencies (agencies that retain Fixed Costs otherwise budgeted centrally in DGS in their budgets, based on certain criteria). Other adjustments in the proposed Intra-District budget are reflected in an increase of \$1,291,515 to account for the costs of an additional 22.0 FTEs in the Protective Services division for security services provided to the D.C National Guard through an MOU in compliance with the requirements of the funding grantor.

**Decrease:** The proposed Local funds budget reflects a decrease of \$287,441 in nonpersonal services. This is primarily due to a decrease in Supplies and Materials and Equipment and Equipment Rentals. The cost savings derived from these reductions in nonpersonal services provide offsets to the increased cost of personal services. Other adjustments in the proposed budget for Local funds are reflected in a reduction of \$875,873 to account for DGS' Fixed Costs projections in the Rent: In-Lease division. This is primarily due to a reforecast of projected usage.

In Special Purpose Revenue funds, the proposed budget was decreased by \$365,520 and 5.0 FTEs. This is due to a shift of 5.0 FTEs from the Special Purpose Revenue funds to Local funds in other to order to increase operational efficiency.

**Technical Adjustment:** An adjustment to the Rent: In-Lease division in DGS' Local funds increase the budget by \$1,427,331 to align funding with the revision of estimates for Fixed Costs.

### **Mayor's Proposed Budget**

**Reduce:** The proposed Local funds budget includes adjustments for reductions of \$950,000 in personal services costs based on projected salary lapse savings and \$16,842,303 in nonpersonal services to align Fixed Costs with the most current revision of estimates for Rent, Fuel, and Facilities.

In Intra-District funds, the proposed budget includes a reduction of \$11,084,799. This adjustment was made to align Fixed Costs with the most current projected estimates.

## FY 2015 Approved Budget to FY 2016 Proposed Budget, by Revenue Type

Table AM0-5 itemizes the changes by revenue type between the FY 2015 approved budget and the FY 2016 proposed budget.

**Table AM0-5**  
(dollars in thousands)

DESCRIPTION	DIVISION	BUDGET	FTE
<b>LOCAL FUNDS: FY 2015 Approved Budget and FTE</b>		<b>300,860</b>	<b>655.4</b>
Removal of One-Time Funding	Multiple Programs	-186	0.0
Other CSFL Adjustments	Multiple Programs	43,318	2.0
<b>LOCAL FUNDS: FY 2016 Current Services Funding Level (CSFL) Budget</b>		<b>343,992</b>	<b>657.4</b>
Increase: To adjust personal services	Multiple Programs	1,163	10.1
Decrease: To align funding with nonpersonal services costs	Multiple Programs	-287	0.0
Decrease: To align Fixed Costs with proposed estimates	Multiple Programs	-876	0.0
Technical Adjustment: Reforecast of fixed costs commodities like rent, fuel, electricity, etc.	Multiple Programs	1,427	0.0
<b>LOCAL FUNDS: FY 2016 Agency Budget Submission</b>		<b>345,419</b>	<b>667.5</b>
Reduce: To adjust personal services	Multiple Programs	-950	0.0
Reduce: To align Fixed Costs with proposed estimates (Rent, Fuel, and Facilities)	Multiple Programs	-16,842	0.0
<b>LOCAL FUNDS: FY 2016 Mayor's Proposed Budget</b>		<b>327,627</b>	<b>667.5</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2015 Approved Budget and FTE</b>		<b>6,325</b>	<b>15.5</b>
Increase: To align budget with projected revenues	Multiple Programs	416	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-366	-5.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2016 Agency Budget Submission</b>		<b>6,376</b>	<b>10.5</b>
No Change		0	0.0
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2016 Mayor's Proposed Budget</b>		<b>6,376</b>	<b>10.5</b>
<b>INTRA-DISTRICT FUNDS: FY 2015 Approved Budget and FTE</b>		<b>132,389</b>	<b>0.0</b>
Increase: To align budget with projected revenues	Multiple Programs	17,904	0.0
Increase: To support additional FTEs	Multiple Programs	1,292	22.0
<b>INTRA-DISTRICT FUNDS: FY 2016 Agency Budget Submission</b>		<b>151,585</b>	<b>22.0</b>
Reduce: To align budget with projected revenues	Multiple Programs	-11,085	0.0
<b>INTRA-DISTRICT FUNDS: FY 2016 Mayor's Proposed Budget</b>		<b>140,500</b>	<b>22.0</b>
<b>Gross for AM0 - Department of General Services</b>		<b>474,503</b>	<b>700.0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

## Agency Performance Plan

The agency's performance plan has the following objectives for FY 2016:

### Capital Construction Services Division

**Objective 1:** Enhance project management procedures, project oversight, and reporting capabilities to support effective management.

**Objective 2:** Efficiently manage the planning, modernization and new construction of public safety facilities.

**Objective 3:** Efficiently manage the planning, modernization and new construction of education facilities and schools (Sustainable D.C. Equity and Diversity Action 1.1).

**Objective 4:** Efficiently manage the planning, modernization and new construction of recreation centers, parks, fields, playgrounds, and pools (Age-Friendly DC Goal: Domain # 1).

## KEY PERFORMANCE INDICATORS

### Capital Construction Services Division

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of municipal construction projects on schedule	90%	90%	97%	90%	90%	90%
Percent of municipal construction projects on budget	97%	90%	97%	90%	90%	90%
Percent of eligible active municipal construction projects that are tracking Leadership in Energy and Environment Design (LEED) Silver or better <sup>1</sup>	100%	90%	90%	90%	90%	90%
Percent of eligible active municipal construction projects that are tracking higher than LEED Silver, Gold, or Platinum	5%	5%	6%	5%	5%	5%
Percent of education construction projects on schedule	100%	100%	80%	100%	100%	100%
Percent of education construction projects on budget	95%	90%	96%	90%	90%	90%
Percent of eligible active education construction projects that are tracking LEED Silver [Sustainable DC Plan: BE 3.5] [Sustainable D.C. Plan: BE 3.5]	Not <sup>2</sup> Available	5%	6%	5%	5%	5%
Percent of eligible active education construction projects that are tracking LEED Gold or Platinum [Sustainable D.C. Plan: BE 3.5]	100%	25%	22%	25%	25%	25%

## KEY PERFORMANCE INDICATORS (continued)

### Capital Construction Services Division

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of public schools with modernization/new construction projects started	21	31	26	31	21	19
Percent of public schools modernized or newly constructed (Baseline as of 2010)	18%	26%	23%	26%	18%	16%
Percent of recreation construction projects on schedule	94%	90%	74%	90%	90%	90%
Percent of recreation construction projects on budget	100%	90%	93%	90%	90%	90%
Percent of eligible active recreation construction projects that are tracking LEED Silver or better	Not Available <sup>3</sup>	5%	6%	5%	5%	5%
Percent of eligible active recreation construction projects that are tracking higher than LEED Silver, Gold, or Platinum	Not Available <sup>4</sup>	5%	5%	5%	5%	5%

## Contracting and Procurement Division

**Objective 1:** Monitor placement of required documentation in contract files.

**Objective 2:** Provide quality trainings that result in increased procurement knowledge and more efficient procurement processing.

**Objective 3:** Ensure transparency and accountability throughout the procurement process.

**Objective 4:** Support D.C. Hiring programs through incentive programs and increased compliance monitoring on existing and upcoming contracts.

**Objective 5:** Minimize procurement costs and processing times for routine services.

**Objective 6:** Increase participation of Certified Business Enterprises (CBE) through increased compliance on existing and upcoming contracts.

## KEY PERFORMANCE INDICATORS

### Contracting and Procurement Division

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Average processing time for a Request for Proposal (RFP) \$1 million (in days)	64	75	111	75	75	75
Average processing time for a RFP more than \$1 million (in days)	61	105	96	105	105	105
Average processing time for small purchases under \$10,000 (Business days)	6	5	5	5	5	5
Average processing time for small purchases from \$10,001 - \$100,000 (Business days)	9	10	7	10	10	10
Percent of District residents hours worked on construction projects	43%	35%	40%	35%	35%	35%
Percent of District residents hours worked on non-construction projects	46%	35%	44%	35%	35%	35%
Percent of dollars awarded to Community Small Business Enterprise (CSBE) <sup>5</sup> firms (Capital)	55%	50%	67%	50%	50%	50%
Percent of CSBE awards (Operating)	82%	50%	72%	50%	50%	50%
Total dollar of operating contracts available for CSBE award	\$21M	\$25M	\$20M	\$25M	\$25M	\$25M
Total dollar of capital contracts available for CSBE award	\$107M	\$100M	\$134M	\$100M	\$100M	\$100M

## Facility Management Division<sup>6</sup>

**Objective 1:** Provide a clean, safe, and operational work environment for District agencies through effective and efficient facility management and maintenance.

### KEY PERFORMANCE INDICATORS

#### Facility Management Division

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Emergency maintenance requests responded to within 2 hours	89	350	729	450	450	450
Percent of outdoor swimming pools operational by opening day	100%	100%	100%	100%	100%	100%
Percent of facilities with boilers operational and certified by Department of Consumer and Regulatory Affairs (DCRA) by September 30th	60%	100%	Not Available	90%	90%	90%
Average cost of consolidated maintenance for modernized building <sup>7,8,9,10</sup>	Not Available	Not Available	Not Available	Not Available	\$1,076	TBD
Average cost of maintenance for non-consolidated maintenance modernized building <sup>11,12,13</sup>	Not Available	Not Available	Not Available	Not Available	\$224	TBD

**Portfolio Management Division<sup>14</sup>**

**Objective 1:** Facilitate the development of government centers and other municipal facilities on District-owned property.

**Objective 2:** Promote LEED Certification and Renewable Energy in the District’s leasing program.

**Objective 3:** Generate revenue by leasing underutilized space and save taxpayer dollars by avoiding holdover costs.

**Objective 4:** Identify and help to facilitate the development of affordable housing units (Age-Friendly DC Goal: Domain # 3).

**Objective 5:** Dispose of vacant schools in the DGS portfolio.

**KEY PERFORMANCE INDICATORS**

**Portfolio Management Division**

<b>Measure</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Target</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>	<b>FY 2017 Projection</b>
Total dollar amount paid for leased space	\$131,526,729	\$135,671,788	\$131,821,060	\$139,741,942	\$143,934,200	\$148,255,225
Percent of rent due actually collected	96%	96%	102% <sup>15</sup>	96%	96%	96%
Total revenue generated from District-owned assets	\$13,729,028	\$14,140,898	\$15,799,511	\$14,565,125	\$15,002,079	\$15,542,141
Percent of office space leased versus owned	45%	45%	49%	45%	45%	45%
Vacancy rate of leased space <sup>16</sup>	2%	2%	1.1%	2%	2%	2%
District actual rent as a percent of market <sup>17</sup>	92%	93 %	91 %	93%	94%	95%

**Protective Services Division (PSD)**

**Objective 1:** Provide a safe and secure work environment managed by highly-trained and professional security personnel.

**KEY PERFORMANCE INDICATORS**

**Protective Services Division (PSD)**

<b>Measure</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Target</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>	<b>FY 2017 Projection</b>
Number of building assessments conducted <sup>18</sup>	Not Available	48	58	48	48	48
Number of Access Control Guard Post Inspections (compliance check) <sup>19</sup>	Not Available <sup>20</sup>	72	169	72	84	96
Number of Screening Posts Inspection (e.g. X-ray and magnetometer) <sup>21</sup>	Not Available	80	101	80	80	80
Percent of eligible officers receiving training and re-training as scheduled <sup>22</sup>	Not Available	90%	94%	90%	90%	90%
Percent of working alarms and Closed-Circuit Television (CCTV) cameras <sup>23</sup>	Not Available	90%	100%	90%	90%	90%
Total dollar value of liquidated damages <sup>24</sup>	Not Available	\$50,000	\$15,642	\$50,000	\$25,000	\$10,000
Average cost per contracted guard <sup>25</sup>	Not Available	Not Available	Not Available	Not Available	\$36.05/hr <sup>26</sup>	TBD
Average cost per PSD officer <sup>27</sup>	Not Available	Not Available	Not Available	Not Available	\$29.27/hr <sup>28</sup>	TBD

## Sustainability and Energy Division<sup>29</sup>

**Objective 1:** Limit portfolio resource consumption and environmental impacts.

**Objective 2:** Provide cost savings to District agencies and departments.

**Objective 3:** Increase digital control and system knowledge of building portfolio.

### KEY PERFORMANCE INDICATORS

#### Sustainability and Energy Division

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Lower Portfolio Energy Intensity (kbtu/sf)	8%	7%	-22% <sup>30</sup>	5%	5%	5%
Increase portfolio energy storage systems <sup>31,32</sup>	Not Available	Not Available	Not Available	250kw	250kw	250kw
Increase portfolio renewable kWh	526,124	1,500,000	641,491	2,500,000	100,000,000	150,000,000
Decrease portfolio waste	84%	56%	32%	10%	10%	10%
Reduce greenhouse gas emissions <sup>33</sup>	Not Available	Not Available	Not Available	5%	5%	5%
Average electrical usage per square foot in District-owned modernized buildings <sup>34</sup>	Not Available	Not Available	Not Available	Not Available	\$14.13/kWh/sf	Not Available
Average electrical usage per square foot in District-owned non-modernized buildings <sup>35</sup>	Not Available	Not Available	Not Available	Not Available	\$17.45/kWh/sf	Not Available

## Office of the Director

**Objective 1:** Provide oversight, support and program evaluation of DGS divisions to drive agencywide performance improvement.

**Objective 2:** Provide quality customer service for all agency stakeholders.

### KEY PERFORMANCE INDICATORS

#### Office of the Director

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of DGS Employees trained in Customer Service Standards <sup>36</sup>	Not Available	60%	54%	80%	90%	90%
Percent of customer service complaints and inquiries resolved within 30 days <sup>37</sup>	Not Available	95%	83%	95%	95%	95%

## Performance Plan Endnotes:

- <sup>1</sup>LEED Silver, Gold, and Platinum projects meet the industry standards established by the U.S. Green Building Council.
- <sup>2</sup>“Not Available” refers to data not captured during benchmark period.
- <sup>3</sup>Ibid.
- <sup>4</sup>Ibid.
- <sup>5</sup>Certified Business Enterprise changed to Certified Small Business Enterprise.
- <sup>6</sup>This Division corresponds to (3000) Facility Operations on DGS’s FY 2014 Proposed Operating Budget and FTEs, by Division and Activity (Table AM0-4) in the FY 2014 Proposed Operating Budget and Financial Plan.
- <sup>7</sup>The contracts reviewed are of two years or greater.
- <sup>8</sup>This cost driver is a new KPI in FY 2016. Future projections will be provided after the initial baseline year.
- <sup>9</sup>The contract and non-contract cost drivers are for buildings of comparable size only.
- <sup>10</sup>Buildings used for this cost driver are: Cardozo Senior High School, Dunbar Senior High School, Ballou Senior High School, and HD Woodson Senior High School.
- <sup>11</sup>This cost driver is a new KPI in FY 2016. Future projections will be provided after the initial baseline year.
- <sup>12</sup>The contract and non-contract cost driver are for buildings of comparable size only.
- <sup>13</sup>Buildings used for this cost driver are: Cardozo Senior High School, Dunbar Senior High School, Ballou Senior High School, and HD Woodson Senior High School.
- <sup>14</sup>This Division corresponds to (2000) Asset Management on DGS’s FY 2014 Proposed Operating Budget and FTEs, by Division and Activity (Table AM0-4) in the FY 2014 Proposed Operating Budget and Financial Plan. This Division also manages the leases budgeted under (8000) Rent: In-Lease of (Table AM0-4).
- <sup>15</sup>The rents dues are budgeted amounts, some leases/license agreement reflect advance lump sum payments, new leases/license come start old leases/licenses expire, and sundry payments of outstanding balances.
- <sup>16</sup>Although not an industry standard, the industry uses 5 percent in cases of underwriting. This measure is based on the District’s specific usage and not the industry. With typical turnover, DGS should not have more than 60,000 square feet of vacant space.
- <sup>17</sup>DGS updated the way this KPI is reported in FY 2014.
- <sup>18</sup>Risk assessments will be conducted at least every five years for level I and II facilities and at least every three years for level III, IV, and V facilities as per the current federal guidelines and best practices.
- <sup>19</sup>New KPI that will be used as a benchmark during FY 2014.
- <sup>20</sup>“Not Available” refers to data not captured during benchmark period.
- <sup>21</sup>Ibid.
- <sup>22</sup>Ibid.
- <sup>23</sup>Ibid.
- <sup>24</sup>Ibid.
- <sup>25</sup>This cost driver is a new KPI in FY 2016. Future projections will be provided after the initial baseline year.
- <sup>26</sup>As of November 10, 2014.
- <sup>27</sup>This cost driver is a new KPI in FY 2016. Future projections will be provided after the initial baseline year.
- <sup>28</sup>As of November 10, 2014.
- <sup>29</sup>This Division’s FTEs and resources are budgeted under (1095) Energy Management in DGS’s FY 2014 Proposed Operating Budget and FTEs, by Division and Activity (Table AM0-4) in the FY 2014 Proposed Operating Budget and Financial Plan. This Division also manages the commodities under (7000) Energy-Centrally Managed.
- <sup>30</sup>Annual percent should be calculated, not by adding the quarterly percentages, but by summing the quarterly numerators (not shown here), and dividing by the sum of quarterly denominators, and subtracting from one which in this case results in 2.4 percent.
- <sup>31</sup>Ibid.
- <sup>32</sup>Exploring feasibility of expansion and will change upon analysis. This KPI relies heavily upon assistance of DDOT – DPW.
- <sup>33</sup>New KPI for FY 2016
- <sup>34</sup>This cost driver is a new KPI in FY 2016. Future projections will be provided after the initial baseline year.
- <sup>35</sup>Ibid.
- <sup>36</sup>New KPI as of October 1, 2013 with FY 2014 being a benchmark period.
- <sup>37</sup>Ibid.