

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Department of General Services



Fiscal Year 2015 and Fiscal Year 2016 Year-to-Date Performance Oversight
Response

Department of General Services

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Director, Department of General Services

Submission to

Committee on Transportation and the Environment
Chairman Mary Cheh
Councilmember, Ward 3

February 18, 2016

Committee on Transportation and the Environment
John A. Wilson Building
1350 Pennsylvania Ave., NW, Suite 115
Washington, DC 20004

Performance Oversight Questions
Department of General Services

A. ORGANIZATION AND OPERATIONS

1. Please provide a complete, up-to-date **organizational chart** for the agency and each division within the agency. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.
 - Please include a list of the employees (name and title) for each subdivision and the number of vacant positions.
 - Has the agency made any organizational changes in the last year? If so, please explain.

Please see Q1 ATTACHMENTS – DGS Org Chart
Admin Support Org Chart
Legal Org Chart
Portfolio Org Chart
Capital Construction Org Chart
PSD Org Chart
C&P Org Chart
E&S Org Chart
Facilities

2. Please list each **new program** implemented by the agency during FY 2015. For each initiative please provide:
 - A description of the initiative.
 - The funding required to implement the initiative.
 - Any documented results of the initiative.

1. CBE Landlord Work Agreement program

In 2015, DGS Portfolio successfully launched a redesigned CBE engaged Landlord Work Agreement focused program. The Work Agreement focused program combined the traditional Small Business Enterprises and Certified Business Enterprises programs into one with a significant changes include the Work Agreement and the Tenant Improvement Allowance thereunder shall be subject to the requirements of D.C. Code Section 2-218.46 regarding the use of Small Business Enterprises and Certified Business Enterprises (as such are defined under D.C. Code Section 2-218.02). Landlord shall provide such evidence of its compliance with the foregoing requirement as the District may reasonably require. The Work Agreement shall set forth the foregoing requirements.

The program strives to ensure that CBE's get a piece of tenant improvement contract spending on leasing, tenant space build-out construction and professional services for DGS Leasing activities.

To achieve the goals, DGS Portfolio would offer collaboration with CBE businesses on how to bid on a project or manage relationships in some instances. On other occasions, those businesses would get paired up with successful Landlords and general contractors who would serve as mentors. The initiative also requires large, successful contractors to reach out to CBE businesses when seeking out subcontractors.

The agency is still reviewing the funding required to implement this initiative. Therefore, there are no documented results to report at this time.

2. Wind Power Purchase Agreement (Wind PPA)

DGS entered into a 20-year Power Purchase Agreement (PPA) in July that will use wind power to supply roughly 30 percent of the District government's electricity. The historic 46 megawatt (MW) PPA is the largest wind power deal of its kind entered into by an American city. Over the next 20 years, the PPA is projected to save District taxpayers \$45 million, reduce GHG emissions to the same extent as taking 18,000 cars off the road, and hedge against energy price increases and market volatility.

The funding required for this initiative is zero. This is a third party financed initiative. However, the agency pays for electricity as it is produced. This initiative produced 55,000+ megawatt hours of greenhouse gas (GHS) emission free electricity.

3. Please provide a complete, up-to-date **position listing** for your agency, which includes the following information for each position:
 - Title of position.
 - Name of employee or statement that the position is vacant, unfunded, or proposed.
 - Date employee began in position.
 - Salary and fringe benefits, including the specific grade, series, and step of position.
 - Job status (continuing/term/temporary/contract).

Please list this information by program and activity

Please see Q3 ATTACHMENT – Position Listing

4. Does the agency conduct annual **performance evaluations** of all of its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements?

Each Fiscal Year, managers and supervisors establish individual performance standards for their assigned employees. To ensure that employees are meeting individual job

requirements, managers establish individual SMART (Specific, Measurable, Attainable, Realistic and Time-Related) Goals that are directly tied to the employee’s job classification and unit’s mission which supports the agency’s mission. Using the established standards, year-end performance evaluations are conducted by the employee’s direct manager or supervisor. When an individual employee is deficient in his or her job requirements and the problem cannot be easily remediated with formal or informal training, the manager has the option of creating an individual Performance Improvement Plans (PIP) which is a more formal tool used for providing assistance in improving individual employee performance.

5. Please list all **employees detailed** to or from your agency, if any. Please provide the reason for the detail, the detailed employee’s date of detail, and the detailed employee’s projected date of return.

No DGS employees are detailed to other agencies at this time. No District employees are detailed to DGS from other agencies at this time.

6. Please provide the Committee with:
 - A list of all employees who receive cellphones, personal digital assistants, or similar communications devices at agency expense.

Please see Q6 ATTACHMENT – IT Devices

- A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned.

Please see Q6 ATTACHMENT – Vehicles

- A list of employee bonuses or special award pay granted in FY 2015 and FY 2016, to date.

While DGS did not provide any bonuses during FY15 and FY16 year-to-date, Additional Income Allowances (AIA) are used to retain an employee whose services are of a special need essential to the agency’s mission. The service agreement is for 2 years:

1. Wanvisaka “June” Locker, (former) Deputy Director for Capital Construction – 7%; current salary: \$161,256
2. Allam Al-Alami, Project Management Officer – 5%; current salary: \$161,968
3. Jonathan Kayne, Chief Operating Officer – 6.49%; current salary: \$ 166,844.00

- A list of travel expenses, arranged by employee.

FY15 Traveler	Amount
Beth Gingold	\$ 538.10
June Locker	\$ 1,002.08

Mark Chambers	\$ 1,002.08
Rob Seabrooks	\$ 274.48
Vikie Garay	\$ 622.72
TOTAL	\$ 3,439.46

- A list of the total overtime and worker’s compensation payments paid in FY 2015 and FY 2016, to date.

Please see Q6 ATTACHMENT -- Overtime

7. Please identify all **electronic databases** maintained by your agency, including the following:
 - A detailed description of the information tracked within each system.

Archibus – Archibus is an Integrated Workplace Management System (IWMS). This software encompasses real estate management and facilities management functionality into a single source solution, combined into an application suite with collaboration tools such as workflow, document management and reporting tools. The application contains DGS’ portfolio of maintained properties, both leased and owned. It also contains the history of work performed on those properties, including both repair and preventive maintenance services.

Prolog – Prolog is a construction project management system. Prolog streamlines operations for construction project managers, allowing them to track expenditures and plans against project timelines, invoice payments to vendors, and a host of other critical activities.

iPlan – iPlan hosts the Facilities Condition Assessment (FCA) database that contains information related to the physical characteristics and building elements of the facilities as well as their energy usage and security features. The system will help DGS optimize Capital Construction Division and Facilities Division lifecycle planning and budgeting during all phases of construction and re-purposing of District-owned property, as well as improving operational performance to drive its overall capital strategy.

Primavera (P6) – P6 is a project management system that will inform Prolog about project timelines and milestones. Both the contractor and the Project Manager will work collaboratively in P6 as it will be the project schedule of record.

Crown Pointe – Skills Manager and training applications used by the Protective Services Division. The application tracks (PSD) employee qualifications, training, and certifications.

RS2 (Access It!) – Building Access Control Systems used by PSD.

- The age of the system and any discussion of substantial upgrades that have been made or are planned to the system.

Archibus – 8 years old

- Plans include acquisition of Fleet Module

Prolog – 8 years

iPlan – 6 years old

Primavera – 8 years old

RS2 – 6 years old

Crown Pointe – 7 years old

- Whether the public can be granted access to all or part of each system.

Archibus – no public access

Prolog – no public access

iPlan – no public access

Primavera – no public access

RS2 – no public access

Crown Pointe – no public access

8. What has the agency done in the past year to make the activities of the agency more **transparent** to the public? In addition, please identify ways in which the activities of the agency and information retained by the agency could be made more transparent.

DGS posts a variety of information to its website, including solicitations for contracting and property opportunities, contract awards on all contracts over \$100,000, a master property list, energy and sustainability-related information, flyers for upcoming events and meetings, blog posts on informative topics, and presentations given at community meetings, particularly as related to school and parks and recreation construction projects. We also have recently added a feature (“Project 411”) to the website that allows residents to fill out a form to request project-specific information on any number of projects that may be of interest to the resident. Finally, we are also conducting a survey of the public regarding the DGS website in order to improve the content, the organization, and the usability of the site.

DGS also conducts targeted outreach for contracting opportunities, such as for small purchase contracts, general and subcontractors, and upcoming school and parks and recreation projects. Our Contracting and Procurement Division hosted three outreach events to the contractor and small business community: to get feedback on the current process of working with DGS, to provide a mechanism for large and small contractors to network, and a training event regarding Invitations for Bids (IFBs).

DGS continues to increase its transparency through the use of the DGS app to both relay information to the public, including a property locator, information on solicitations, energy usage tracking in District buildings, and construction and sustainability information, as well as for residents to interact with DGS, particularly with respect to maintenance issues identified at DGS-maintained properties.

9. How does the agency solicit **feedback** from customers? Please describe.
- What is the nature of comments received? Please describe.
 - How has the agency changed its practices as a result of such feedback?

1. DGS has direct interaction with other District government agencies (one of two of DGS' customer bases) through the building management staff and through the work order management system, SMARTDGS. DGS also surveys District employees who enter work orders into the SMARTDGS system to review outcomes, suggestions, and survey results to assess and modify existing process and procedures.
2. DGS works with agencies that have facility projects included in the Capital Improvement Plan (CIP) to design and develop facility solutions that meet the agency's needs. DGS, as the implementing agency, identifies solutions that will satisfy each agency's scope and programmatic requirements for the facilities and tenant spaces provided of the client agencies' behalf.
3. For those facilities that DGS manages that are for public use (the public being the second DGS customer base), DGS, working with the user agencies, solicits public feedback during the planning and development of capital projects. A notable example is the School Improvement Team (SIT) process. DCPS is now the lead on the SIT program, but DGS continues to interact with the stakeholders, including the school administration, parents, community leaders, community organizations, ANC members and others engaged in planning a school or park/recreation center modernization. The feedback from the SIT process is vital in conducting facility modernizations and is often reflected in the elements of the final project.
4. The DGS website has a feature that allows constituents to "Ask the Director" questions about the Agency and the work DGS is doing. The website also contains a feature, Project 411, from which residents can request email updates on capital projects of their choosing. DGS is also conducting a poll of website users regarding its website and its usability, its content, and its features.
5. DGS is active on social media, including both a Facebook and a Google+ page which allows for commentary, a Twitter handle to which people can post ideas, ask questions, or report issues to address, a You Tube channel through which DGS can post DGS-related videos, such as of ground breakings and ribbon-cuttings, outreach events, video tours of new construction, a LinkedIn page through which DGS can communicate with the business community, and a SlideShare account upon which DGS posts flyers for upcoming events and meetings, design presentations for construction projects, and presentations.
6. DGS believes that it is an essential part of our mission to maintain effective and ongoing communication with all of our constituents. DGS conducted 3 outreach events with the CBE and contracting community in FY15, including a Contractor Roundtable to receive feedback on how DGS can better serve the contracting community, which resulted in the "Speed Networking: Connecting Primes with Subcontractors" event that provided a platform for over 300 participants to meet, network, and identify possible business opportunities with Prime Contractors and DGS Program Managers.
7. PSD provides a Special Events email for agencies and/or citizens who are inquiring about our services.

8. DGS also attends community, civic association, neighborhood association, ANC meetings, Councilmember- or-Mayor-organized community/Ward meetings, and historic preservation and planning meetings, whereby the public is able to provide comments and question personnel about agency activities.

- What is the nature of comments received? Please describe.

The majority of comments DGS receives from the public are the result of community meetings and presentation regarding capital construction projects. Such feedback usually expresses support or concern about a planned project.

DGS also often receives requests for maintenance through its social media platforms, such as during the recent snow storm, when we received approximately 40 tweets related to requests for snow removal, which led to dispatches of contractors to the affected areas.

- How has the agency changed its practices as a result of such feedback?

DGS has amended project plans in response to community concerns or suggestions, when such alterations do not have a negative financial impact on a project, do not negatively impact a project's programmatic requirements, or are otherwise viewed as being beneficial to the project as a whole.

Regarding snow and ice removal, we received requests to clear areas that do not fall under DGS' purview (often requests related to NPS-controlled spaces), and in the spirit of community, DGS assisted our sister agencies and federal partners where resources allowed.

10. How was the agency tried to reduce agency energy use in FY 2015?

OPTIMIZING BUILDING OPERATIONS: The Sustainability and Energy Division (DGS-SE) collaborated with DGS-Facility Management (DGS-FM), DCPS, and contractors to create a fully realized model of optimized building operations. This pilot project focuses on some of DGS' most perennially difficult buildings, and aims to provide a comprehensive treatment of the buildings' operations, which will provide dramatically easier-to-run and less expensive building operations, improved occupant comfort, and outstanding energy savings.

CAPTURING SOPHISTICATED BUILDING DATA TRENDS: Deployed a building operations information capture system by installing devices at more than 30 DGS facilities and aggregating data into a single database. This gives a site's management team access to mobile, real-time building conditions, and to historical trends. This provides a powerful diagnostic tool for prioritizing operational challenges and fixing problems.

BUILDING RETRO-COMMISSIONING: Evaluated more than half of the DC government's major buildings and developed energy efficiency plans of attack for each of

them. DGS-SE is currently working through this list, working with DGS-FM, building occupants, and local DC businesses to use these buildings as an opportunity to save money for DC taxpayers while building a 21st-century energy efficiency workforce in the District.

LIGHTING RETROFITS: Deploying energy and cost saving lighting retrofits across the portfolio. For instance, the Eastern Market Comprehensive Lighting Retrofit Project will switch exterior lights to state-of-the-art light-emitting diodes (LEDs), while incorporating a daylight harvesting design. The project is estimated to cost \$30,000 and will save \$12,000 in energy costs each year, which means that it will pay for itself in less than two-and-a-half years. Many similar projects with similar payback periods have been identified and planned across the DGS portfolio.

COOL AND GREEN ROOFS: Converted over 25% of DGS' 400+ roofs into solar, cool, and vegetated roofs. The cool roof and green roof deployments alone will save DGS more than \$10 million over the next 20 years, and will reduce GHG emissions by at least 1.5 million pounds per year. Three certified business enterprises (CBEs) were trained on silicone-based membrane cool roofs. These membranes extend a roof's life by 20 years at least, while costing less than a quarter as much as a new roof; they also save energy and reduce the urban heat island effect.

DC GREEN SCHOOLS CHALLENGE: Twenty-four schools' combined efforts saved the city approximately \$20,041 over the five week Sprint to Savings competition, the main feature of the DC Green Schools Challenge. The competition is designed to increase energy awareness and education, provide hands-on learning experience for DCPS students of all ages, and reduce energy consumption through behavioral changes. The competition, created two years ago to help meet ambitious energy reduction goals, is a partnership between city agencies, including DGS and DCPS, and private partners who provide mentors and financial resources. During the FY15 Challenge, for example, DC Sustainable Energy Utility (SEU) provided \$30,000 in energy efficient lighting upgrades to the competition winner, Langley Elementary School. A group of building professionals was available to work on energy education at each school that entered the competition and requested them. The mentors were overwhelmingly experienced building professionals from top architecture, engineering and renewable energy firms. Approximately 50 volunteers participated, in some capacity, both during and leading up to the competition.

DCPS SUMMER SCHEDULING: Each summer, when occupancy at its lowest, DGS-SE spearheads energy waste reductions at DCPS schools. Last summer, DGS-SE led a collaboration between the facilities and maintenance division and DCPS to implement stringent energy efficiency practices at DCPS facilities. HVAC Scheduling setbacks were successfully implemented at some of DC's largest schools, such as Wilson High School,

thanks in large part to other building upgrades and optimizations efforts that make scheduling changes easier.

TRAINING: In FY15, DGS significantly scaled up its training initiatives to improve building performance, cut down on utility expenditures and reduce environmental impact. Eighteen DGS building engineers are now enrolled in Building Operator Certification (BOC) program, a nationally recognized, competency-based training and certification program that offers facilities personnel the improved job skills and knowledge to create facilities that are more comfortable, healthy, energy-efficient, and environmentally friendly. An additional 10 engineers have been enrolled in other HVAC classes. DGS is monitoring building energy use and will measure the saving implications from the training. Finally, DGS held continuing education training for LEED accreditation and other related workshops that reached another 100 members of the DC government.

GREEN CONSTRUCTION: Managing 24 ongoing or recently-completed DCPS and DPR construction projects that are on track to be LEED certified, in addition to supporting the energy conscious management of past projects that have already been certified.

11. Please complete the following chart about the residency of **new hires**:

Number of Employees Hired in FY 2015 and FY 2016, to date		
<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing	26	13 (50%)
Term	16	13 (81%)
Temporary	N/A	
Contract		

12. Please provide the agency’s FY 2015 Performance Accountability Report.

Please see **Q12 ATTACHMENT – DGS FY15 PAR**

B. BUDGET AND FINANCE

13. Please provide a chart showing your agency’s **approved budget and actual spending**, by division, for FY 2015 and FY 2016, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.

Please see **Q13 ATTACHMENT – Budget and Spend FY2015**

Please see **Q13 ATTACHMENT – Budget and Spend FY2016 YTD**

14. Please list any **reprogrammings**, in, out, or within, related to FY 2015 or FY 2016 funds. For each reprogramming, please list the total amount of the reprogramming, the original purposes for which the funds were dedicated, and the reprogrammed use of funds.

Please see Q14 ATTACHMENT – FY2015 AND FY2016 Reprogrammings

15. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY 2015 or FY 2016, to date.

Please see Q15 ATTACHMENT – FY2015 AND FY2016 Intra-Districts

16. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY 2015 or FY 2016, to date. For each account, please list the following:

- The revenue source name and code.
- The source of funding.
- A description of the program that generates the funds.
- The amount of funds generated by each source or program in FY 2015 and FY 2016, to date.
- Expenditures of funds, including the purpose of each expenditure, for FY 2015 and FY 2016, to date.

Please see Q16 ATTACHMENT – Special Purpose Revenue and Expenditures

17. Please provide a list of all projects for which your agency currently has **capital funds** available. Please include the following:

- A description of each project, including any projects to replace aging infrastructure (e.g., water mains and pipes).
- The amount of capital funds available for each project.
- A status report on each project, including a timeframe for completion.
- Planned remaining spending on the project.

Please see Q17 ATTACHMENT – DGS CAPITAL PROJECTS (MUNICIPAL)

Please see Q17 ATTACHMENT – DGS CAPITAL PROJECTS (DPR)

Please see Q17 ATTACHMENT – DGS CAPITAL PROJECTS (DCPS)

18. Please provide a complete accounting of all **federal grants** received for FY 2015 and FY 2016, to date.

DGS received no federal grants in FY15 or FY16 year to date. \$6M in a federal payment was initially loaded in DHS's (owner agency) municipal capital project Temporary & Permanent Supportive Housing (THK16C). OBP indicated that the federal payment was rescinded. The \$6M will be de-loaded in SOAR.

19. Please list each contract, procurement, lease, and grant ("**contract**") awarded, entered into, extended and option years exercised, by your agency during FY 2015 and FY 2016, to date. For each contract, please provide the following information, where applicable:

- The name of the contracting party.
- The nature of the contract, including the end product or service.
- The dollar amount of the contract, including budgeted amount and actually spent.

- The term of the contract.
- Whether the contract was competitively bid or not.
- The name of the agency's contract monitor and the results of any monitoring activity.
- Funding source.

See Q19 ATTACHMENT – CONTRACT ACTIONS

See Q19 ATTACHMENT – REAL ESTATE CONTRACT ACTIONS

20. Please provide the details of any **surplus** in the agency's budget for FY 2015, including:

- Total amount of the surplus.
- All projects and/or initiatives that contributed to the surplus.

In FY15, DGS had an \$8.7 million budget vs. actual surplus in local funds, a \$1.8 million surplus in special purpose funds and a \$160k surplus in intra-District funds.

The \$8.7 million local funds surplus consisted of \$5.6 million in non-personal services (NPS) underspending in facility operations due mainly to on-call services for emergencies and unplanned events. Almost another \$1 million in Non-Personal Services (NPS) underspending occurred in the Protective Services Division (PSD). Fixed cost energy and rent contributed \$0.7 million to the local surplus, largely in water. The remaining \$1.4 million reflected small amounts of NPS underspending in the asset management, agency management, construction and procurement programs. Personal Services (PS) only underspent its budget by \$4k. The \$8.7 million local surplus represents underspending of only 2.9% of its budget.

The \$1.8 million special purpose surplus reflected lower-than-budgeted spending on auto fuel and rent on the non-DC general fund agencies (\$0.7 million), NPS in the Eastern Market and RFK Funds (\$0.6 million) and PS in the Eastern Market and RFK Funds (\$0.5 million). The PS underspending is due to salary lapses. With the exception of the Eastern Market, the expenditures of the other special purpose funds are fully reimbursable by other agencies. The Eastern Market Fund is self-financing in that it covers its expenditures solely through the revenues it generates from fees charged to vendors and users of its space for special events.

With respect to the \$160k intra-District surplus, PS underspending made up \$65k of the surplus while NPS underspending made up \$95k of the surplus. The PS underspending represents salary lapses in positions transferred from the Office of the Attorney General at the beginning of the fiscal year and vacancies in the security officer positions for guarding the DC Armory pursuant to the MOU with the DC National Guard. The NPS underspending occurred mainly in energy and rent (\$68k) and facility and the PSD (\$26k). The \$160k is a minor surplus as it represents only a 0.12% variance from the intra-district budget.

C. LAWS, AUDITS, AND STUDIES

21. Please identify any **legislative requirements** that the agency lacks sufficient resources to properly implement.

DGS does not lack sufficient resources to implement any current legislative requirements.

22. Please identify any statutory or regulatory **impediments** to your agency's operations.

DGS is not aware of any statutory or regulatory impediments to its operations.

23. Please list all **regulations** for which the agency is responsible for oversight or implementation. Please list by chapter and subject heading, including the date of the most recent revision.

DCMR Title 1, Chapter 14, Rules and Procedures for the Occasional Use of Public Buildings and Grounds, and Conduct While on Public Property and Grounds Under the Control of the Office of Property Management. Last revised February 17, 1989.

DCMR Title 27, Chapter 47, Department of General Services Procurement Rules for Construction and Related Services.

The agency has not promulgated any rules during FY15 or FY16 to date.

24. Please explain the impact on your agency of any **federal legislation or regulations** adopted during FY 2015 that significantly affect agency operations.

DGS has no impact to date due to any federal level legislation at this time.

25. Please provide a list of all **MOUs** in place during FY 2015.

Please see also Q15 ATTACHMENT – FY2015 AND FY2016 Intra-Districts

26. Please provide a list of all studies, research papers, and analyses ("**studies**") the agency requested, prepared, or contracted for during FY 2015. Please state the status and purpose of each study.

We had an Architectural/Engineering study done to assist in planning for the DC Archives project.

27. Please list and describe any ongoing **investigations**, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2015 or FY 2016, to date.

Please see Q27 ATTACHMENT – Audits and Investigations

28. Please identify all **recommendations** identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years. Please provide an update on what actions have been taken to address these recommendations. If the recommendation has not been implemented, please explain why.

Please see **Q28 ATTACHMENT -- DGS OIG and ODCA RECOMMENDATIONS**

D. PROGRAM-SPECIFIC QUESTIONS

I. Facilities Management

29. What were the most common maintenance issues found at District-owned housing shelters in FY 2015 and FY 2016, to date? How has DGS worked to reduce these issues?

The most common maintenance concerns DGS addressed in the shelter grouping are plumbing, landscaping and HVAC issues. Depending upon the shelter size (single family vs. a larger capacity facility) and moderate-to-heavy use of the facility, calls could be for a one-time repair or a plumbing repair caused by regular use or wear and tear. Maintenance concerns may include situations such as HVAC continuously running, roof leaks, or a heating system that is not heating efficiently.

DGS' Facilities Management Response is to inspect, repair, replace and work with DGS Units to address the emergencies and improve the community to improv when and where we can.

30. What were the most common maintenance issues found at District-owned parks and recreation centers in FY 2015 and FY 2016, to date? How has DGS worked to reduce these issues?

TRASH: Trash removal from cans around a park/recreation center perimeter falls under the purview of DPW. However, DGS empties the cans inside of the park during the overall cleaning of the park to ensure that the park is free of trash and debris.

LIGHTING: Replacing lighting, whether damaged or burnt out, inside of the park. We work with DPR staff and site personnel to report any lighting issues as soon as discovered. We have replaced some lighting fixtures in park sites with LED fixtures to both provide more energy efficient lighting, and to lessen the need for replacements as often. DGS' Facilities Management is exploring the possibility of having a contractor on-call to address only lighting concerns, which would increase our efficiency with respect to lighting replacements.

31. What were the most common maintenance issues found at District-owned schools in FY 2015 and FY 2016, to date? How has DGS worked to reduce these issues?

There are two main issues on which we work every day:

1. HVAC

The Operations Unit uses all resources (internal & external)

Internal resources (Blanket Purchase Orders [BPOs], HVAC Techs, steamfitters and pipefitters, and administrative staff)

- Routinely monitor HVAC equipment;
- Report and follow-up on any deficiencies that will minimize or jeopardize equipment from operating properly;
- Request assistance if repair or alteration cannot be successfully performed within a reasonable amount of time; and
- Record all corrective measures taken and any additional repairs/alterations needed.

External resources (RSC, A.L. Merton, JCI, A.H. Jordan, & Hugee)

- All repairs/task that cannot be performed by internal resources will be forwarded to a contractor;
- Weekly meetings are conducted with all contractors to provide updates; and
- Establish a Preventive Maintenance Plan to minimize equipment failure and prolong the life of the equipment.

2. Plumbing issues (clogged old pipes leading to water leaks)

- Maintain water treatment for HVAC equipment, including heating hot water lines to maintain a level of integrity within the heating pipes; and
- DGS also educates custodial and kitchen staff on proper disposal of garbage items, which can sometimes clog lines.

32. What were the most common maintenance issues found at District-owned fire stations in FY 2015 and FY 2016, to date? How has DGS worked to reduce these issues?

The most common maintenance issues for FEMS facilities are:

- Apparatus Bay Doors
- HVAC (including related boiler issues)
- Plumbing
 - Drain blockages
 - Wash basins, kitchen sinks, toilets, apparatus bay floor
 - Leaking pipes
 - Domestic H&C water
 - HW &/or steam boiler pipes
- Electrical
 - Changing out lights
 - T12 to T8 bulbs & ballasts
 - Standardization of the many different legacy types of indoor lights

- Changing defective or OSS outside walk pack units to LED
 - Replacing electrical receptacles, lights switches, breakers
 - Maintaining the drop cords and “pig-tails” that only in the past two years have become mandatory for all FEMS vehicles due to tablet and related new electronic communication equipment
- Mechanical/General Services
 - Door related (knobs, handles, locks, door closer, strike plates, hinges,etc.)
 - Ceiling Tiles
 - Kitchen Hood & related (i.e. filters, exhaust fans)
 - Generators
- Appliances
 - Ice Machines
 - Washers & Dryers
 - Refrigerators
 - Vulcan ranges/stoves

The challenges of reducing the aforementioned issues have been mitigated in the past year by PM (preventative maintenance) programs for:

- HVAC (quarterly);
- Generators (semi-annual);
- Ice Machines (semi-annual cleaning including replacement water filters);
- Annual jetting of all apparatus bay and kitchen floor drains, as well as sumping of those facilities that have grease collection pits;
- Remodeling both small & large cap projects has either taken place, or is a WIP; i.e.: E1, E5, E13, E14, E15, E16, E22, E23, E30;
- 4 new commercial kitchen hoods were installed in FY15, and 4 more will be installed for FY16 (E23, E33, E12, & E17); and
- Total HVAC replacement at Harbor, including at E23 & E4 this past year; however, major HVAC challenges exist in many facilities; (i.e. E2, E11, E18, E27).

While the recent remodeling has helped mitigate repair and maintenance costs, to say nothing of making some of the facilities more livable, the overall average age of the FEMS facilities is such that “useful-life” of key elements of the many of the facilities has been exceeded; most notably with regard to the HVAC equipment, especially for those 16 FEMS facilities that are heated by boilers.

Aging roofs (i.e. FEMS Fleet, E18, E21), and windows (i.e. E8, E21, E23, E26) pose a constant maintenance problem, to say nothing of energy inefficiencies. There is a need, in FY16, to re-establish a preventative maintenance roof and related program (i.e. clearing gutters and drains), as well having an annual inspection to identify potential small issues before they become major.

The most crucial (mission critical) issue are the apparatus bay doors which due to age, and the significant increases in call volume these past few consecutive years, make it

necessary to establish a 3-5 year plan to replace doors that have exceeded their useful life. However, due to the (capital) expense of such replacement, there will need to be a continuation of what was started in FY15, with the replacement of all (6) of E11's bay doors. DGS is currently putting out for competitive bid bi-fold replacement doors for E2 and E4.

33. Please provide a list of unimproved properties, including triangle parks and trolley trails, that DGS is responsible for maintaining (e.g. mowing, landscaping).
- Identify the property location, use, and maintenance schedule.

All parks are mowed with the assistance of the landscaping contractor, once every other week and each park has maintenance schedule (trash and Debris removal) two to three times a week.

Please also see Q33 ATTACHMENT -- Landscaping

34. Please describe the process by which DGS receives and resolves work order requests for maintenance issues at government facilities.
- Please describe DGS's process for prioritizing maintenance issues, and provide examples demonstrating the process from intake to resolution and average response times.

DGS receives work order requests from a variety of sources. Maintenance requests can be logged in by users of the DGS App. We also receive notifications from our building managers and building partners, whether at DPR, DCPS, or municipal locations. At times, maintenance requests are provide to DGS through Councilmember offices or sister agencies. We also receive feedback through social media, particularly Twitter and Facebook. These requests are all provided to DGS' Facilities Management.

We prioritize our maintenance requests into four categories:

1. Life safety
2. Systems critical
3. General maintenance
4. Preventative maintenance

Once a work order is in the system, it is assigned to staff in order to assess, respond and correct. If staff can complete task quickly, information related to the repair is entered into the system, including the names of the persons that completed the task, the amount of hours taken, and what materials were used.

If they are not able to complete task due to additional materials needed or the size of the job, we enter information into the "comment" section stating that additional materials are needed or to request that the issue be forward to contract services.

We strive to assess, if not complete, all maintenance requests within a day.

35. Please describe the process by which DGS works with government agencies to monitor and utilize product warranties at agency facilities.

At the completion of every DGS Capital Construction Project, the facility that has recently undergone the modernization/replacement work has a specified level of warranty on contractor workmanship and products for a specified period of time that lasts no less than 1 year. During that warranty period, DGS Facilities, as the entity that oversees the Operations and Maintenance of a majority of District-owned properties, will constantly be in communication with the agency housed in that facility in order to be made aware of any and all issues pertaining to the building from an Operations and Maintenance perspective.

If an issue is identified, it will be confirmed by the DGS Facilities Turnover Manager in conjunction with DGS Capital Project Manager who oversaw the work, regarding any applicable warranties. Once confirmed, those issues will be forwarded to the builder responsible for honoring the warranty during the warranty period. The builder and subsequent trade sub-contractor will then take the responsibility of providing the repair/replacement service at no charge to the District of Columbia.

36. Has DGS conducted an internal facilities condition assessment of District-owned schools in the past year? If so, please provide this assessment.

DGS is currently working with the Deputy Mayor for Education's office to complete the annual update to the Master Facilities Plan, for which updated Facility Condition Assessment (FCA) data is developed. This annual update is expected to be published by the DME in late February of this year.

37. In FY 2014, the Committee on Transportation and the Environment provided \$186,000 to DGS to implement the Smoking Restriction Amendment Act of 2013, which required the posting of "No Smoking" signs in parks and playgrounds in the District. In its responses to FY2015 Performance Oversight questions, DGS stated that it had submitted a procurement request for both manufacturing and installation of the "Non-Smoking" signs. Has DGS awarded the contract and the contractor created and installed the signs?

The \$186,000 one-time transfer to the Department of General Services was proposed and recommended for FY 2015. This action was approved by the Committee on Government Operations May 14, 2014 and included in the FY 2015 budget for DGS.

Installation is currently underway, and will be complete by March 15, 2016.

38. Please describe in detail DGS's response to the snow storm that hit the District the weekend of January 22nd, 2016.

- Contractors deployed 1/21 to pre-treat sites, in-house staff deployed at 3 am.
- 213 DGS Personnel (Facilities Maintenance Team, Boiler Plant Operators, Building Management, Information Technology Personnel, Administrative Staff) , 2 Contractors (1 administrative, 1 IT service).
- DGS used 15 Total contractors (10 Snow removal, 3 Auxiliary Dumpster Service, 2 HVAC). There was 100 percent CBE participation.
- Contractors mobilized and deployed at 9 am Friday January 22 to re-treat Priority 1 & 2 sites first, remainder of the portfolio is park site property.
- Emergency snow removal contractors were activated 1/22/2016.
- Contractors were instructed to use the Salesforce tool to report progress in clearing and
 - Contractors were given the order to begin snow removal operations at 5:46 pm Friday 1/22/2016.
- Dispatch Team located at the Reeves Center began monitoring the Salesforce dash boards at 9 am Friday 1/22/2016. In-house Verification teams were deployed to the field to provide quality assurance oversight for contractor pre-treatment work.
- Once snow removal operations began, verification team mission was changed to check sites that had been completed, and to request any re-visit to sites that were in need of clearing.
- Snow Clearing and removal operations took place thru Tuesday 1/26/2016.
- Each DGS location took roughly 3 hours per site, per service. Sites were serviced on average 3 times during snow event.
- Teams were activated to clear Roadway in designated zones. This phase of the operation took place from 1/27/2016 thru Friday 1/29/2016.

39. Please provide a description of the Artificial Turf Task Force and its mandate.

- Who is on the task force? Please identify the individuals and their respective organizations.

Representatives from DGS: Anthony Peters, Carl Butler, Ricardo Welch, Thomas Lovetere, Stephen Kitterman.

Representatives from DPR: Brent Cisco, Ella Faulkner

Representatives from DCPS: Bridget Stesney, Sally Parker

Representatives from Field Turf: Bill Johnson

- What are the task force's recommendations regarding the replacement of crumb rubber infill that is used on DCPS and DPR fields?

Current fields are maintained thusly:

1. Spring Maintenance (Advance Care): Sweeping to remove foreign objects (dirt, leaves, bird droppings and other debris).

2. Summer Maintenance: Deep clean, Sweep and Rejuvenation to de-compact in-fill, Remove debris and metal in the in-fill system, brush and vacuum field, spray for weeds, maintenance of safe G-max Levels.
3. Heavy Advance Maintenance: DE compact, Check G-max level, deep clean, remove debris, vacuum and remove metal.
4. G-max levels will be checked during every maintenance interval

We are considering several options, including returning artificial turf fields to natural sod at the end of their useful life, which results in use limitations on the field, as it has to be taken off-line for growing season, maintenance, pest control, watering, and due to weather. We are also looking at replacement options for in-fill material that is different from the recycled crumb rubber in-fill currently installed – old material could be vacuumed out and new material added, or new material could be added with the addition of a new artificial turf field, when replaced at the end of its useful life.

Finally, we are also considering capping the rubber infill with a Cool Play organic cork top layer to eliminate any contact with the players and the rubber. It also keeps the fields up to 35 degree cooler.

- Please describe the status of the task force and its next steps.

DPR and DCPS are determining how they would like to proceed with respect to their respective field inventories, and identifying capital funding relative to the development of the FY17-22 Capital Improvements Plan, which would provide direction to DGS regarding any desired field replacements.

II. Portfolio Management

40. Please provide a list of buildings, if any, that may be leased by the District but remain unoccupied and have fixed costs.

There are no such buildings at this time.

41. Please provide a list of all surplus or excess District-owned property or facilities under the purview of DGS.

There are no such buildings at this time.

42. Please list each lease entered into by your agency during FY 2015 and FY 2016, to date, that is currently in holdover status. For each lease, please provide the following information, where applicable:
 - The name of the contracting party.
 - The dollar amount of the contract, including budgeted amount and actually spent.
 - The term of the contract.

- Whether the contract was competitively bid or not.
- The name of the agency's contract monitor and the results of any monitoring activity.
- Funding source.

There are no such leases in holdover at this time.

43. Please provide a current master property list for the District.

All properties that fall under the DGS purview can be searched on our master property list on the DGS website, at <http://geospatial.dcgis.dc.gov/DCProperty/politicalsearch.aspx>.

III. Capital Construction

44. Please provide the most recent version of the Capital Improvement Plan for school modernization.

Please see Q44 ATTACHMENT – FY16-21 Capital Improvements Plan (CIP)

45. How many schools have been completed in the school modernization plan?

- Which schools have been completed? Please identify their wards.

Please see Q45 ATTACHMENT – School Modernizations Completed to Date

- Which schools are pending modernizations? What is the estimated timeline for the modernizations of these schools? Please identify their wards.

Please see Q45 ATTACHMENT – FY16-21 Capital Improvements Plan (CIP)

46. At the Oversight Roundtable held on DCPS School Modernizations on November 2, 2015, DGS stated it would analyze why costs per square feet are increasing. Please provide an explanation for why costs per square feet continue to increase for the school modernization projects.

Listed below are general factors contributing to the increase in cost per square foot for the modernization projects:

1. Economic Factors
 - a. Changes in the regional construction market, based on supply and demand, resulting in escalating construction costs
2. Competition
 - a. Significant increase in District of Columbia real estate development
 - b. Limited group of trade contractors bidding on DGS work
 - c. DGS economic inclusion requirements – LSDBE / Workforce Requirements (50% DGS goal vs. 35% law)
3. Aggressive schedule mandated by school calendar
4. Project specific swing plan vs. central swing plan for students, faculty, and staff.

5. Sustainability requirements
 - a. DCRA LEED Gold vs. Silver + DOEE (i.e. storm water requirements)
 - b. DGS established high sustainability threshold - geothermal fields, green roofs, solar, etc. (higher first cost for lower life cycle cost)
6. Stakeholder engagement via SIT
 - a. Scope enhancements beyond minimum Ed Spec requirements
7. Historic Restoration requirements
 - a. Architectural Expressions / Civic Architecture versus proto-typical school buildings

47. Please describe the status of restructuring DGS to bring management and implementation of the capital projects in the DCPS portfolio in-house.

- What are these positions? Please provide a brief description.
- How many of the positions have been filled?
- When will the remaining positions be filled?

DGS has completed the hiring of a new Portfolio Manager for the DCPS cluster. He started with DGS on February 8, 2016. He will be immediately provided with a support of four (4) Senior Project Managers from the Capital Construction Division. The new Portfolio Manager will also be supported by the in-house project management office (PMO). The PMO has an expanded role to support all portfolio managers and DGS is planning to hire 2 FTE's for the PMO office. In addition, the Compliance component from the existing DCPEP team have already transitioned to DGS Contract & Procurement Division.

DGS vision for execution of the DCPS portfolio when the current contract expires (last option year is underway) is to re-compete the program management support but dividing it amongst multiple PM/CM firms. The transition from the existing setup that has been in place for over 8 years will be difficult and complex. DGS has started the transition planning.

48. Please share the results of DGS's review of DC PEP's – DC Partners for the Revitalization of Education Projects, LLC – performance at the end of exercising the first option to extend the term of the contract.

Based on DCPEP past performance and the decision to re-compete the DCPS CM services no formal review was conducted by DGS.

- How did DGS address the issues that were identified in the Auditor's report (dated July 1, 2015)?

DGS has setup a bi-weekly meeting with the Auditors. The meeting is also attended by DGS legal and OCFO folks. Auditors' issues are tracked on a spreadsheet and being

addressed. As of the last bi-weekly meeting, earlier this month, over 90% of the auditor's issues have been resolved.

- Were cost savings identified? How much?

DGS has negotiated a 5% discount on the DCPEP rates for the last option year of the DCPEP contract (FY16). In addition, the Compliance component from the existing DCPEP team has already transitioned to DGS Contract & Procurement Division.

49. Why is streetscape restoration included in the budgets of school modernizations?

The scope associated with right-of-way improvements has been a requirement of approving regulatory agencies.

50. For the school modernizations happening in FY 15 and FY 16, to date (both commencing in that time and continuing from previous years), how much of each school's modernization budget was or will be spent on the restoration of:

- Streetscape
- Curbs
- Tree boxes
- Street paving

Please provide a breakdown for each school.

In general, DGS upgrades streetscapes for the portions of the school projects that fall in the public space, like utilities, storm water management and curb cuts.

Currently, the numbers are not individually available as they are embedded within the overall site work scope. DGS can provide at a later date.

51. How many District properties have been leased to charter schools? Of these leased properties, how many have been modernized?

- How much rent credit has the District provided to each lessee in return for renovation of these properties? Please list by lessee.

Q51 ATTACHMENT – Charter Schools

52. Please identify the specific roles and responsibilities of DGS and DPR, respectively, in capital construction projects at District's recreation centers, parks, and playgrounds.

DPR is the Owner (client) agency and DGS is the implementing agency. The Owner agency owns the mission and we provide the execution of capital projects in support of the mission. DPR identifies the priorities plus initial planning while DGS provides the technical execution of the capital project based on the established priorities including design, procurement and construction activities. DGS also secures required permits from approving entities including DCRA, DDOT, DOEE and DC Water.

53. Please provide an update on the status of the new District Archives building.
- Please describe DGS’s engagement with community partners on the project.

DGS, in conjunction with the OCA and Office of the Secretary, have been pursuing three (3) potential options: a) constructing a new facility, b) repurposing an existing District-owned facility, and c) evaluating the feasibility of combining the Archive functions (full or partial) as part of the development of the new MLK Library. The consensus/recommendation is to include part of the Archive with the new MLK Library and utilize the Penn Center for the balance of the Archive/OPR functions. Additional funding beyond the current funding of \$34MM will be required under all scenarios (preliminary estimates indicate a \$68MM total cost).

The Final Programming Report for the new Archives building with all these options is submitted and also shared with the Friends of the Archives. The AE is currently tasked with doing a feasibility study of the suitability of repurposing the Penn Center for this use.

DGS has reached out to “Friends of the Archive” and included them in tours of existing Naylor Court. A site visit is being scheduled with them for one of the identified existing buildings (Penn Center).

54. What is the status of the search for replacement properties for DC General?
- What specific sites have been identified? Please provide the location and a brief description of the property, including whether DGS will construct a building on the property or renovate a pre-existing building.
 - Please describe the responses DGS received for the “Solicitation for Offers (SFO) for the Acquisition of Housing Properties for the District of Columbia Department of Human Services (DHS).” Please identify the offerors and the offered properties.

The specific identified sites are listed below:

Ward 1 2105-2107 10th Street, NW	Existing building and clear site – DGS to construct a 29 units family apartments
Ward 2 810 Fifth St, NW	Existing building renovated by developer – Leased site
Ward 3 2619 Wisconsin Ave, NW	Lot to be built by developer – Leased site
Ward 4 5505 Fifth St, NW	Existing building developer to renovate and add an addition – Leased site
Ward 5 2266 25th Place, NE	Existing building developer to renovate –

	Leased site
Ward 6 700 D St, SW	Existing building in an historic area addition and renovation by developer – Leased site
Ward 7 5004 D St, SE	Lot owned by District – DGS to build at this site
Ward 8 6th and Chesapeake Sts, SE	Lots owned by District – DGS to build at this site

IV. Sustainability and Energy Management

55. How has DGS worked to improve its prediction of energy costs?

ELECTRICITY PURCHASING STRATEGY: Transitioned to a Block & Index electricity purchasing strategy, which includes advance purchasing of fixed rate blocks of electricity and purchasing the remainder on day-ahead and real-time electricity markets, for the DGS building portfolio’s 800+ PEPCO electric accounts. The new strategy enables the agency to integrate intermittent wind and solar supplies while saving 5-8% on generation and transmission costs. It stabilizes anticipated electricity costs, while mitigating long-term risk over the entire purchasing time horizon.

WIND: Entered into a 20-year Power Purchase Agreement (PPA) in July that will use wind power to supply roughly 30 percent of the District government's electricity. The historic 46 megawatt (MW) PPA is the largest wind power deal of its kind entered into by an American city. Over the next 20 years, the PPA is projected to save District taxpayers \$45 million, reduce GHG emissions to the same extent as taking 18,000 cars off the road, and hedge against energy price increases and market volatility.

SOLAR: Entered into a 20-year PPA, which, when combined with another PPA currently under negotiation, will deploy roughly 13 MW of solar photovoltaic systems on District-owned roofs and parking lots. The first PPA was signed by Mayor Bowser in October and, at 11.4 MW, represents the largest municipal onsite solar project in the U.S. It is expected to save District taxpayers more than \$25 million over 20 years, employ more than 140 people, and hedge against energy price increases and volatility.

UTILITY BILL AUDIT: Preparing to award contract on a January 2016 utility bill audit request for quotations (RFQ) to secure significant refunds and savings for a subset of DGS’ 800+ PEPCO electricity accounts for the FY 2014-2015 billing period. Once the audit is complete, DGS-SE will investigate options for a utility bill management system to reduce utility bills where possible.

56. Please provide an update on the “DCPS Recycles!” program.

The DCPS Recycles! Program continues to provide hauling services, standardized supplies, and on-site support to all DCPS schools.

Every DCPS school:

- Is included in the city-wide hauling contract to receive separate trash, paper recycling, and mixed recycling services,
- Can order standardized supplies free of cost through DGS twice per year,
- Receives email communications about how to request additional support,
- Is invited to participate in DC-wide challenges and competitions open all DC schools (DCPS, charter, private), and
- Has access to guidance documents available on the Healthy Schools website: <http://dgs.dc.gov/page/dgs-healthy-schools>

Schools that have opted into organics recycling in kitchens and cafeterias receive additional services, supplies, and support.

- Please list each school participating in the program.

School	Address
Aiton Elementary School	533 48th PL NE
Amidon-Bowen Elementary School	401 Eye ST SW
Bancroft Elementary School	1755 Newton ST NW
Barnard Elementary School	430 Decatur ST NW
Beers Elementary School	3600 Alabama AVE SE
Bruce-Monroe Elementary School @ Park View	3560 Warder ST NW
Burroughs Elementary School	1820 Monroe ST NE
Burrville Elementary School	801 Division AVE NE
C.W. Harris Elementary School	301 53rd ST SE

Capitol Hill Montessori @ Logan	215 G Street NE
Cardozo Education Campus	1300 Clifton ST NW
Columbia Heights Education Campus	3101 16th ST NW
Deal Middle School	3815 Fort DR NW
Dunbar High School	101 N St. NW
Garfield Elementary School	2435 Alabama AVE SE
H.D. Cooke Elementary School	2525 17th ST NW
Hearst Elementary School	3950 37th ST NW
Hyde-Addison Elementary School	3219 O ST NW
J.O. Wilson Elementary School	660 K ST NE
Janney Elementary School	4130 Albemarle ST NW
Ketcham Elementary School	1919 15th ST SE
Key Elementary School	5001 Dana PL NW
Kimball Elementary School	3375 Minnesota AVE SE
Langdon Elementary School	1900 Evarts ST NE
Leckie Elementary School	4200 Martin Luther King AVE SE
Mann Elementary School	4430 Newark ST NW
Maury Elementary School	1250 Constitution AVE NE

Moten Elementary School	1565 Morris RD SE
Nalle Elementary School	219 50th ST SE
Orr Elementary School	2200 Minnesota AVE SE
Oyster-Adams Bilingual School (Adams)	2020 19th ST NW
Payne Elementary School	305 15th ST SE
Peabody Elementary School	425 C ST NE
Plummer Elementary School	4601 Texas AVE SE
Powell Elementary School	1350 Upshur ST NW
Randle Highlands Elementary School	1650 30th ST SE
School Without Walls @ Francis-Stevens	2425 N ST NW
School-Within-School @ Goding	920 F St. NE
Seaton Elementary School	1503 10th ST NW
Shepherd Elementary School	7800 14th ST NW
Stoddert Elementary School	4001 Calvert ST NW
Thomas Elementary School	650 Anacostia AVE NE
Thomson Elementary School	1200 L ST NW
Truesdell Education Campus	800 Ingraham ST NW
Tubman Elementary School	3101 13th ST NW

Tyler Elementary School	1001 G ST SE
Van Ness Elementary School	1150 5th ST SE
Walker-Jones Education Campus	1125 New Jersey AVE NW
Woodrow Wilson High School	3950 Chesapeake ST NW

<http://dgs.dc.gov/node/1133919>

While DGS provides the program to all DCPS schools, successful implementation requires cooperative effort involving leadership, operations, and education. Schools that have successfully implemented the program are recognized on the DCPS Recycles! Honor Roll announced annually on Earth Day.

In 2015, fifty-two schools made the DCPS Recycles! Honor Roll for establishing paper recycling programs, and 23 schools were honored “with distinction” for their performance in organics recycling. The list of these schools can be found here: <http://dgs.dc.gov/node/1047392>.

The Honor Roll application for 2016 is open and available here:

<https://docs.google.com/forms/d/1HKyKefs1I0OxHjB3leBZipUtUub1CNNYrsKIqOeDA5c/viewform>

- Please list the total amount of organic waste collected since the start of the program. How many schools now separate organic waste? Where is the collected organic waste taken?

A total of 326 tons of organic waste has been collected since the start of the 11 school pilot program in August 2013 through the end of FY15 (Table 1). In FY15, 252 tons were diverted from 37 schools. As of January 2016, 49 schools are included in the organics recycling program.

From the beginning of the pilot program in August 2013 to October 2014, organic materials were taken to Peninsula Compost Company LLC. Peninsula was permitted by the Delaware Department of Natural Resources and Environmental Control (DNREC), to accept and process hatchery waste, food, yard and wood waste, and animal bedding. Materials all across the eastern shore were taken here, including New York and DC. The site, however, was unable to maintain compliance and minimize odors, so DNREC ordered it closed. Peninsula was processing about 115,000 tons of waste per year.

Since November 2014, organics materials have been sent to the Prince George's County

Yard Waste Composting Facility in Upper Marlboro which contracts with the Maryland Environmental Service (MES). Here over 50,000 tons of material are processed annually.

Due to drainage problems at the site, MES has capped tonnage from DGS at 8.5 tons per week. This is close to the amount currently collected. So far, all materials have been accepted but if collection exceeds this amount additional materials will end up as trash.

As a result, the DCPS Recycles! program is limiting participation to an opt-in only basis and shifting focus to include efforts to reduce – not just recycle – food waste, for example by launching the DC Reduce First – Lunch Edition Challenge this February.

DGS is also currently exploring other avenues for diversion like a partnership with the University of the District of Columbia and DC Water. DGS produced a preliminary study for a 3rd party managed anaerobic digester with city-limits to serve our expanding needs to better manage our resources.

Table 1. Monthly Organic Waste Collection FY14 and FY15 (tons)

Note: The 11 school pilot started in Aug. 2013. A total of 16 tons were collected in FY13.

Monthly aggregate	FY 2014 Sub-total	FY 2015 Sub-total
October	2.51	18.4
November	1.59	12.9
December	0	13.2
January	3.15	24.1
February	3.77	21.7
March	4.71	23.5
April	6.16	16.5
May	5.65	28.1
June	5.11	32.6

July	2.56	1
August	0.72	2.6
September	22.7	57
Total tons	58.62	251.6

- Please describe any other recycling initiatives conducted in DCPS schools and the success of those initiatives.

The latest successes of the DCPS Recycles! program are summarized in the January 2016 newsletter, found here: <http://dgs.dc.gov/node/1134006>

The newest initiative is the DC Reduce First – Lunch Edition challenge, which is open to all schools – DCPS and public charter schools. This challenge, launching in February 2016, was inspired by waste audits which found that 20-30% of waste from school cafeterias is whole, uneaten, unopened items – that is, items that should not go in ANY bin! Participating schools will collect data on the number of whole, unopened items wasted during lunch, take actions to reduce this amount of waste, and report the results.

Another ongoing focus is the challenge of management of waste at events, particularly those hosted at DCPS schools by organizations that are not familiar with the recycling program. Part of managing waste at events is influencing the type of materials that are purchased (e.g. flatware and serviceware) to ensure they are recyclable or compostable. New guidance for event planners on purchasing references the Foam Ban law.

Highlights from the newsletter include:

- Composting facility tour with DCPS maintenance staff;
- DC Recycle Right competition – 21 schools participated from across all wards and including DCPS and charter schools;
- Event waste management, leading to the development of a new Best Practices Guide for Recycling at Events in DCPS Buildings, available at: <http://dgs.dc.gov/node/1133903>;
- Waste audits conducted with students and at several schools; and
- Professional Development for Early Education Teachers – leading to the new Resources for the Creative Curriculum Recycling Unit, available at: <http://dgs.dc.gov/node/1133908>.

Success stories from all eight wards are highlighted in the newsletter including:

- **Garfield Elementary School** (Ward 8) and **CW Harris Elementary School** (Ward 7) for re-launching exemplary cafeteria programs;
- **Benjamin Banneker High School** (Ward 1) and **School Without Walls @ Francis Stevens** (Ward 2) for winning the DC Recycle Right competition;
- **Burroughs Elementary School** (Ward 5) for continuing an internal competition modeled off the DC Recycle Right Competition;
- **Key Elementary School** (Ward 3) and **Bruce Monroe Elementary School** (Ward 1) for managing waste at events;
- **River Terrace Education Campus** (Ward 7), **Dunbar High School** (Ward 5), and **Columbia Heights Education Campus** (Ward 1) for participating in waste audits;
- **Cardozo Education Campus** (Ward 1) for students designing a paper only lid for classrooms bins;
- **Bilingual School** (Ward 3) for launching organics recycling programs;
- **Walker Jones Education Campus** (Ward 6), **Langley Elementary School** (Ward 5), **Powell Elementary School** (Ward 4), and **HD Cooke Elementary School** (Ward 1) for participating in the FIRST Lego League 2015 Trash Trek Challenge; and
- **Houston Elementary School** (Ward 7) for early education teachers outfitting of classrooms to teach recycling.

V. *Protective Services*

57. What is the status of revisions to the Protective Services Division Governance Manual?

Protective Services Division Governance Manual has been submitted for DGS final review. Beta-testing of the final product (Web enablement) completed on January 7, 2016. Pending final coordination to upload onto a digital medium for ease-of-use and search capability.

VI. *Administrative Support*

58. Please identify DGS's three biggest administrative challenges related to agency function.

1. As DGS strived to meet the needs of its partnering agencies – from addressing capital budget issues and managing expectations of client agency users, to its main focus of implementation – the agency was faced with the challenge of not being able to communicate decisions for projects that were not under the agency's purview.

For FY15, DGS transformed its support to partnering agencies from an agency that is the lead on projects to more of a supportive role in order to focus on its true function for the District as an implementing agency. For example, DGS in its partnership with DCPS, has transitioned from leading the School Improvement Team (SIT) process during school modernization to more of a supportive role.

2. Electricity Supply

The retail electricity supply contract establishes a supplier to buy electricity for the DGS building portfolio's 700+ PEPCO electric accounts. The contract uses a block and index strategy to integrate intermittent wind supply and lower generation and transmission costs by 5-8%. The supplier enrolls accounts, administers a PJM sub account (accounting, billing, reporting), manages receipt of wind power, and purchases wholesale blocks of electricity, as well as day ahead and real time electricity.

3. Wind Power Purchase Agreement (Wind PPA). Following Council approval, DGS SE will receive wind power from a 46 megawatt (MW) wind farm in Pennsylvania. The power purchase agreement will provide ~145,000 MW hours a year, or roughly 35% of the DGS building portfolio's electricity consumption. This renewable power will cost ~30% less than our brown power, reduce GHG emissions 100,000+ tons, and hedge against energy price increases and market volatility. It is a 20-year deal for a virtual extension cord to a wind farm.

59. Please list DGS's three biggest priorities for FY 2016 and explain the intended impact of each.

1. Expand the Small Business Initiative (SBI)

In FY15 DGS, set-aside solicitations of \$3 million and under, to be awarded solely to Small Business Enterprises (SBEs) certified by the Department of Small and Local Business Development, as prime contractors. The Small Business Initiative removed barriers and provided a level playing field on which SBEs can compete. In FY16, DGS will explore expanding the program to \$6 million and under for SBEs certified by the Department of Small and Local Business Development.

Intended impact: The intended impact of the Small Business Initiative is to remove and reduce barriers of entry, provide greater access and create a commercial environment in which Small Business Enterprises (SBEs) can effectively compete and grow. Since January 2015, DGS has issued 39 construction and non-construction solicitations resulting to 58 contract awards with 7 additional pending for award for a total set aside value in excess of \$57 million

2. Streamline, consolidate and realign processes to provide support products and services at less cost.

In FY16, DGS will better streamline business practices to create a process that is replicable and reliable for both facilities and school construction.

Intended impact: The business practices will help facilitate moving DGS from a Reactive to a Proactive agency. Additionally, DGS will partner with sister agencies to prevent duplicative processes to increase efficiency and save resources.

3. Improving Energy Efficiency in the District

DGS entered into a 20-year Power Purchase Agreement (PPA), which, when combined with another PPA currently under negotiation, will deploy roughly 13 MW of solar photovoltaic systems on District-owned roofs and parking lots. The first PPA was signed by Mayor Bowser in October and, at 11.4 MW, represents the largest municipal onsite solar project in the U.S.

Intended impact: It is expected to save District taxpayers more than \$25 million over 20 years, employ more than 140 people, and hedge against energy price increases and volatility.

60. Please describe the DC DGS Mobile app and its success.

The number of downloads:

Mobile Platforms	Count
Apple	547
Android	672
Windows	119

- What information has DGS collected about its use by the public?
- Has DGS identified ways to improve the app and its use by the public?

We are beginning our efforts to look for ways to increase public awareness and engagement. We will work internally to both garner ideas of what the public would like to know about DGS and what we should do to gather more responses from the citizens.

61. In its responses to Fiscal Year 2015 Performance Oversight questions, DGS identified three priority areas – affordable housing policy, expansion of preventative maintenance program, and workforce development – for FY 2015. Please provide an update on the status of each of these program areas. How successful have they been in reaching their intended impact?

1. Status of Affordable housing policy and the District Homeward DC Initiative

FY15, DGS continued its work to identify underutilized assets that could be developed into affordable housing or short-term family housing. The properties were identified through DGS and DHCD solicitation processes. DGS' goal was to identify a minimum of two (2) additional parcels in the DGS inventory that could be utilized for Age Friendly Affordable Housing purpose. In FY16, DGS will continue to collaborate with DHCD and DHS to review and identify potential affordable housing opportunities within its current portfolio to support the Mayor's affordable housing initiative as well as the District's Homeward DC Initiative. In addition, DGS will continue to liaise with DHS to identify sites for special critical housing requirements such as short-term housing, apartment style housing, and clinics for supportive services program.

How successful have they been in reaching their intended impact?

The agency has identified several potential sites and is currently engaged in advanced negotiations with the property owners. The agency looked for sites that could collectively serve the same number of residents at DC General, immersed in the community, access to amenities and multiple-public transportation. The eight locations include a mix of District-owned properties, as well as sites controlled by private developers for operating lease purposes. The sites identified include:

- 2105-2107 10th Street, NW (Ward 1)
- 808-810 5th Street, NW (Ward 3)
- 2619 Wisconsin Ave, NW (Ward 3)
- 5505 Fifth Street, NW (Ward 4)
- 2266 25th Place, NE (Ward 5)
- 700 Delaware Ave, SW (Ward 6)
- 5004 D Street, SE (Ward 7)
- 6th Street & Chesapeake Street, SE (Ward 8)

2. Expansion of preventative maintenance program

As part of the DGS Facilities Unit Performance Measures, a preventive maintenance module has been developed to better manage the maintenance of the HVAC Mechanical, Electrical and Plumbing equipment in our facilities. The first phase of the initiative included FEMS DPR facilities and the modernized DCPS facilities. Phase two of the initiative in 2015 added shelters to the program. Additionally, DGS conducted an internal staff realignment to add additional support to address plumbing deficiencies throughout the portfolio. DGS has also realigned and consolidated other trade shops and grounds support units, and added additional staff in the Contract Services Unit to effectively and efficiently respond to work requests. The Maintenance unit began mapping the inventory

of fountain equipment. Creating this inventory allows the unit to respond more efficiently in the inspection, repair or replacement of damaged plumbing equipment.

How successful have they been in reaching their intended impact?

In FY15, the agency continued Phase two of the initiative with data collection in the Fire and EMS Department and Metropolitan Police Department facilities; and implemented the SMARTDGS PM Maintenance ticket issuance module. Phase 3 of the initiative is on schedule to complete the data collection in public safety facilities

3. Workforce Development – for FY 2015

In FY 2015, DGS established a Contracts and Procurement Compliance Unit. The establishment of this unit was to enable staff to conduct monthly project site reviews to verify the accuracy of submitted payroll documents. This also provided additional means of early intervention for non-compliant contractors where corrective action is most effective in ensuring the hiring of district residents. In addition, the agency created a database to more accurately monitor DC resident hiring.

Also, DGS focused on adding municipal facilities projects in District-owned properties to ensure the entire construction portfolio is included in the incentive program. Expansion of WIP to municipal facilities projects was subject to the availability of contingency funds to cover incentive payments. The Workforce Incentive Program (WIP) which is design to increase District residents’ participation on government-funded construction contracts by incentivizing prime and subcontractors for hiring District residents endured at least 35% of the hours worked for each project (prime) and/or subcontractor must be reached to qualify for incentives.

How successful have they been in reaching their intended impact?

Staff assigned to monitor Capital Construction Services compliance conducted site reviews to verify the accuracy of submitted payroll documents and stress the importance of District resident hiring. Staff in both Capital Construction and Service Contracts compliance utilized a database to monitor DC resident hiring and subcontracting plans.

62. In its responses to Fiscal Year 2015 Performance Oversight questions, DGS identified reporting of Certified Business Enterprise (CBE) and Small Business Enterprise (SBE) goal metrics for capital projects as an administrative challenge. What steps has DGS taken to ensure its reporting accurately measures DGS’ performance on its CBE targets?

In November 2015, the Department of General Services restructured its Contracting & Procurement Division and established within the division two procurement support

branches: the Policy, Research and Planning Branch (PRPB) and the Procurement Evaluation Branch (PEB). Amongst other responsibilities, PRPB has implemented procedures to better plan, forecast, and report on agency acquisitions. As a corollary, PEB was in the process of implementing tools to validate the volume and dollars allocated in the agency's plan toward the sheltered market (CBE/SBE). It is worth noting that restructuring has also taken place within the division's procurement portfolio, specifically leadership has distinguished between construction services and non-construction services. This delineation and reallocation of resource has helped to improve planning as well as reporting of procurement activity agency wide.

VII. Contracting & Procurement

63. Please provide DGS's analysis pursuant to D.C. Code § 2-352.05(c) with respect to the following contracts:

The solicitations for the contracts identified were developed prior to the current administration, and while the option years were exercised during this administration, at this juncture – with respect to the pre-solicitation requirements for privatization contracts set forth in D.C. Code § 2-352.05(c) – we are not able to provide an authoritative response with regards to the assessment performed prior to the solicitation for these services.

Notwithstanding, we have provided responses relative to our plans for a revised contract for procurement assistance, which includes some scope of services currently provided under the DC Partners for the Revitalization of Education Projects, LLC (DC PEP) contract and a justification for the RWD Consulting and Spectrum Management, LLC maintenance service contracts at the Wilson Building and One Judiciary Square respectively.

- DGS's contracts for contract services, including its contract with Leftwich, LLC for procurement assistance consulting services, as per the Committee's recommendation in the FY 2016 Budget Report;

The Department intends to re-solicit its contract with Leftwich, LLC for technical and administrative assistance, transitioning to the Department the powers, duties, activities, and tools under the current contract, and to the extent applicable, scopes of work in ancillary contracts held by other third party service providers.

The terms of the proposed contract establish the primacy of the Department as decision maker over all phases of the procurement lifecycle, clarifying the roles of program personnel, DGS' Contracts and Procurement division and third party service providers.

Further, DGS' Office of the General Counsel is expressly affirmed as sole development counsel for the Department and to that end, the role of the Department's contracting officers in determining contractor responsibility is strengthened.

- DGS's contracts with RWD Consulting, LLC for maintenance services at the Wilson Building and Spectrum Management, LLC for maintenance services at One Judiciary Square; and

The Department utilizes consolidated maintenance service contracts to effectively manage the approximately thirty (30) percent of the DGS' real property portfolio comprised of automated building management systems, which enable remote diagnostics, repairs and scheduling for future maintenance. Presently, the Department requires the use of specialized contractor resources to administer these sophisticated systems.

- DGS's contract with DC Partners for the Revitalization of Education Projects, LLC (DC PEP), as per the Joint Oversight Roundtable held on November 2, 2015.

As noted in the Leftwich contract response, the Department has defined the subtasks in each phase of the procurement lifecycle eligible for third party input and support. The role of DCPEP has primarily focused on pre- and-post solicitation activities conducted by its personnel or through its subcontractor(s). The Department will modify the scope of this need consistent with its new operating model.

64. Please detail the process by which DGS ensures timely payment to contractors and subcontractors.

- How does DGS monitor this process? What are DGS's observations?

Working with our financial process partners at the OCFO, DGS has implemented EasiPay, an invoicing tool accessible from DGS' website, which facilitates quicker submission, reconciliation and acceptance of invoices submitted for projects funded with operating dollars. In addition, DGS' Contracting and Procurement Division has identified active contracts for which terms requiring electronic submission of invoices were not included. DGS has begun the process of retroactively incorporating such terms where the benefits will be immediately realized. For instance, larger dollar, high volume/transactions based contracts i.e. Security Services, have been given priority.

Observations:

1. In many instances, the root cause for untimely payment is the submission of incomplete documentation as a part of the invoice package. As an unintended consequence, even in those circumstances where services or goods have been accepted by the Department, this creates delays not only for the prime, but also for subcontractors with whom the District has no contract privity.

To the extent that we can improve the papering process relative to invoicing, the better it will be for contractors affected by this condition downstream.

2. We recognize the post award contract administration function has been uneven. Ensuring that COTRs receive the proper training will be essential to facilitating a more timely payment process as this pertains to acceptance of goods and services delivered.
3. Occasionally, there are a few bad actors who, though paid timely, fail to pay their subcontractors within a reasonable timeframe.
 - What steps has DGS taken to ensure timely payments?

DGS has begun posting all contract actions (updating on at least a 30-day cadence) to the Department's website to include payments made to prime contractors. Together with our financial process partners, the Department will continue to strengthen its outreach and training efforts across the procurement continuum to include vendors and COTRs.

65. Please describe the steps DGS has taken in the past year to make contract information related to District spending more available and transparent to members of the public.

To ensure public transparency and compliance with the District's procurement laws and regulations, the Department has published to its website a listing of all active contracts, procurement forecasts and all new contract actions, the latter of which includes contract modifications, change orders, solicitations, or amendments associated with the contract.

Communication has already been established with Department leadership and procurement staff regarding the Procurement Forecasting and Acquisition Planning process. Monitoring procedures have been established to track the number of procurement actions submitted in accordance with established procurement plans, as well as a reliable and easily repeatable tracking methodology to report the number of procurements that were initiated and executed outside of the planning process.

Through improved acquisition planning, procurement forecasting, and individual procurement management and reporting, stakeholders, as determined by role and permitted by regulations, will have an optimized view of the DGS' procurement lifecycle to include timelines, cost, and operational outcomes. The Department, in coordination with partner agencies such as DCRA and DSLBD, has begun to engage the vendor community to build capacity for existing and future business opportunities.

66. How is past performance rated and evaluated when considering contractors for District capital projects?

As previously noted, we recognize that post award contract administration has been uneven. The Department will employ a two-pronged approach to better assess contractor performance and expand the depth and breadth of value added data for future contract awards, within a controlled systematic framework.

This two pronged approach includes:

1. Requiring COTRs to complete in-class training/seminar to establish a basis of understanding functional responsibilities and the tools available to efficiently and effectively document and monitor contractor performance.
2. Following the in-class training/seminar, requiring all COTRs to complete vendor evaluations for contracts deemed eligible by DGS' Contracting and Procurement Division. The Department will establish an ongoing cadence (i.e. every 90 days) for vendor performance measurement through each contract's expiration date.