

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF GENERAL SERVICES



Performance Oversight Questions
Department of General Services

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.

Question #1 – Folder

- Has the agency made any organizational changes in the last year? If so, please explain.

The Department of General Services is engaged in a realignment of the DGS organizational structure beginning the second quarter of FY17. This realignment is a deliberate effort to align functions of the Department of General Services under an appropriate senior manager to increase efficiencies, improve responsiveness, and strengthen management and oversight.

In our realignment, functions such as budget, contracts and procurement, and logistics are realigned under an administrative office for improved, oversight and planning of the Department’s annual budget. This allows for our agency’s Chief of Staff to become our change agent overseeing the Department’s strategic planning and performance management responsibilities, as well as CBE Inclusion activities and agency risk management.

In our realignment, the significant construction programs for Schools Modernization, Short Term Family Housing and Special Projects were placed under a project delivery office to provide increased management, accountability and attention to milestones. By doing this, we can provide the oversight needed for the Department’s core programs with a focus on performance management of our operating divisions.

Given the demand for services in our agency coupled with the current staff’s capacity gap staff, the Contracts & Procurement Division was realigned to focus more on services. We combined two branches - the Policy, Research and Planning and the Procurement Evaluation Branches - into the new Performance Management Branch. We also increased the personnel for our Procurement Services Branch for a more robust team to meet demand.

Our realignment began with the Contracts & Procurement Division and will continue into FY17 culminating in the hiring of key senior managers to support the new responsibilities.

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2. Please list each **new program** implemented by the agency during FY 2016. For each initiative please provide:
- A description of the initiative.

Developed and implemented a Constant Commissioning Program:

The Department of General Services (DGS) has established open data flows from building automation systems at approximately 40 of the largest buildings. These data flows provide real time temperature and equipment performance tracking. At the end of FY16, approximately 48 sites had building automation systems (BAS) connected with remote access through cellular VLAN connections. These sites are integrated into a dashboard system that displays live space temperatures and details of equipment operations. Ten of these sites went through advanced configuration in FY16, which adds a layer of tags and provides quality assurance for the data. Many FM team members have access to the online dashboard in addition to the S&E team. This data feeds through a secure, but open data architecture and is available to any third parties DGS would like to engage for supporting applications and services. DGS is moving to establish similar data flows at another 25 sites that have existing controls systems and will work to establish new sensory and controls layers at 20-40 sites in FY16 pending funding approval. DGS has begun piloting collaboration with facilities management teams to make optimal use of these new data flows. DGS is developing standard methodologies for establishing zoning, scheduling, schedule exception management, extreme weather incidents, integration with preventive and reactive maintenance and work order systems and the documentation of these efforts. We are modernizing energy infrastructure for improved efficiency and reliability.

Launched Set Aside Pilot Program:

In the second Quarter of 2016, the Department of General Services (DGS) launched a new Set Aside Pilot Program at no increased or incurred costs. DGS is seeking to diversify its sources of supply for construction and construction-related projects. To ensure that DGS' needs are met, we will be pre-qualifying Certified Small Business Enterprises (CSBEs) for current and forecasted construction and construction-related opportunities. Following pre-qualification, eligible vendors will be able to compete for multiple award/multiple area construction projects set-aside to enable DGS to channel available operating capacity toward successful and economical projects in the construction portfolio.

The Agency has committed \$36 million to construction procurements through the Set Aside Pilot Program. Of this total, the Agency made 13 awards by the end of the FY2016. It is anticipated that this figure will increase in FY17.

Improve procurement service levels to reduce process cycle time:

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The agency focused its attention on three areas fostering major improvements on how the Division functions. These include (1) implementing a formalized acquisition planning process, (2) restructuring the Division and (3) creating Standard Operating Procedures and Operations Manual. During the fiscal year, the focus has been on completing these three tasks.

Acquisition Planning Process:

Acquisition Planning Process – The Division implemented an Acquisition Planning framework in December 2015. Refinements to this framework via technology (D-APT and D-PIF) were fully implemented by September 30, 2016.

Division Restructuring:

The Division completed its restructuring efforts as of March 2016.

"DGS on the Road" Initiative:

DGS on the Road is an initiative that started last year and through this initiative, our staff attends community meetings to educate residents about DGS and to enlist feedback about our performance. We are expanding the initiative and our staff has begun reaching out to Advisory Neighborhood Commissions and civic associations to present *DGS on the Road*. We are instituting employee appreciation programs so frontline staff engage with the Executive Director and senior staff more frequently. We are also establishing a method for staff to convey ideas to senior staff during an “open office hours” period once a month.

Standard Operating Procedures (SOPs)/Operating Manual:

Standard Operating Procedures (SOPs)/Operating Manual – Version 1.0 of the Operating Manual was released in the Second Quarter of FY16. SOPs were scheduled to be released in October 2016; however, the scope of the project was expanded, and additional time is now required to complete the document. The final Standard Operating Procedure (SOP) will be released in the First Quarter of 2017.

- i. (See attached “DGS-Fiscal Year 2016 Performance Plan” with initiatives descriptions)
- ii. **Question #2 – Folder**

- The funding required to implement the initiative.

No additional funding required implementing the initiative.

- Any documented results of the initiative

See attached “DGS-Fiscal Year 2016 Performance Accountability Report”

Question #2 - Folder

3. Please provide a complete, up-to-date **position listing** for your agency, which includes the following information for each position:

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- 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

Question #3 - Folder

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?

The Department of General Services conducts performance evaluations and each Fiscal Year, managers and supervisors, in each division, establish individual performance standards for each employee. To ensure that employees are meeting job requirements, managers establish individual SMART (Specific, Measurable, Attainable, Realistic, and Time-Related) goals that are directly tied to the employee's job classification, which supports the agency's mission. Using established standards, mid-year reviews and year-end performance evaluations are conducted by the employee's direct manager.

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.
- Reason for detail:

Forest Hayes was detailed to DMEGO from DGS to assist in Economic Development Activities.

Rosemary Suggs Evans and Tiffany Randall were detailed to DMGEO from DGS. The Workforce Investment Council was moved from DGS to DMGEO and thus the employees went with the program.

- Detailed employee's data

Rosemary Suggs Evans, Program Analyst, CS-12, Workforce Investment Council (WIC), Effective April 18, 2016.

Tiffany Randall, Clerical Assistant, CS-05, Workforce Investment Council (WIC), Effective April 18, 2016.

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Forest Hayes, Associate Director for Portfolio Management, MS-16, Deputy Mayor for Greater Economic Opportunity (DMGEO), Effective June 29, 2016.

- Detailed employee’s return date

The detail will conclude at the end of FY 2017.

6. Please provide the Committee with:

- A list of all employees who receive cellphones, personal digital assistants, or similar communications devices at agency expense.

Question #6 - Folder

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

Question #6 - Folder

- A list of employee bonuses or special award pay granted in FY 2016 and FY 2017, to date.

i. **FY16**

AMT138	2,849.20
Sum of AMT138	
NAME	Total
Sandoval, Carlos M.	2,849.20*
Grand Total	2,849.20

****NOTE: This is an OAG staffer paid from his tenure with OAG. Non-manager lawyers receive a bonus under their CBA. Carlos Sandoval was a manager with DGS. Colin is a non-manager.***

ii. **FY17**

AMT138	1809.68	
Sum of AMT138		
NAME	INDEX	Total
Petry, Samuel Colin George	A1090	1,809.68*
Allam Al-Alami		8,341.38
Grand Total		11,960.74

****NOTE: This is an OAG staffer paid from his tenure with OAG. Non-manager lawyers receive a bonus under their CBA. Carlos Sandoval was a manager with DGS. Colin is a non-manager.***

- iii. A list of travel expenses, arranged by employee.

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Amount	Travel	Employee	Date
\$254.11	Baltimore, MD	Beth Gingold	Jul-16
\$455.65	Chicago, IL	Jen Croft	Aug-16
\$3,200.00	Paris, France	Zach Dobelbower	Dec-15
\$3,200.00	Paris, France	Mark Chambers	Dec-15

iv. A list of the total overtime and worker's compensation payments paid in FY 2016 and FY 2017, to date.

Overtime:

Question #6 - Folder

Worker's Compensation:

D.C. Department of General Services: Workers Compensation				
Date Range FY 16 - FY 17 to date (2/2/2017)				
Payment Amounts	Class Code			
Fiscal Year	Allocated Loss Expense	Indemnity	Medical	Grand Total
FY 2016	\$4,384.22	\$320,114.38	\$217,901.51	\$542,400.11
FY 2017		\$89,104.14	\$21,795.00	\$110,899.14
Grand Total	\$4,384.22	\$409,218.52	\$239,696.51	\$653,299.25

Question #6 - Folder

7. Please identify all **electronic databases** maintained by your agency, including the following:
- A detailed description of the information tracked within each system.
 - i. **See Grid Below**
 - The age of the system and any discussion of substantial upgrades that have been made or are planned to the system.
 - i. **See Grid Below**
 - Whether the public can be granted access to all or part of each system.
 - i. **Question #7 - Folder**

DGS Information Technology		
Electronic Database/Information Systems		

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An information system is the information and communication technology (ICT) that an organization uses, and the way in which people interact with this technology in support of business processes. Some authors make a clear distinction between information systems, computer systems, and business processes.

Database/Type Data Tracked	Age	Public Access
<p>The DGS IWMS (ARCHIBUS) integrates five core functional areas within DGS, which were organizationally and operationally independent and showed minimal interdisciplinary synergy prior to the advent of IWMS. The adoption of as-shipped business processes included in the IWMS software over DGS' existing business processes constitutes a "core success prerequisite and best practice"</p>	9	No
<p>SalesForce is a customer relationship management (CRM) software as a service (SaaS) tool used by the Facilities Management Division that provides an interface for case and task management and a system for automatically routing and escalating important events. The SalesForce portal provides customers with the ability to track their cases. It also includes a social networking plug-in that enables users to join the conversation about their company on social networking sites, and provides analytical tools and other services including email alert, Google search, and access to customers' entitlement and contracts.</p>	2	No
<p>IPlan facility condition assessment (FCA) or Property Condition Assessment (PCA) is the process of trained industry professionals performing an analysis of the condition of a facility or group of facilities, which may vary in age, design, construction, and materials. The DGS Capital Construction Division, Facilities Management and Capital Planning teams use IPlan for building diagnostics, which go beyond FCAs and PCAs to determine solutions and predict outcomes. This analysis can be done by walk-through inspection, mathematical modeling (see Mathematical Model), or a combination of both. But, the most accurate way of determining the condition requires a walk-through to collect baseline data.</p>	7	No

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<p>The DGS Capital Construction Division uses the Prolog software on all construction projects. The Prolog software is a management solution for contractors and other AEC firms, providing a complete system for managing project information from the field to the back office. This solution was designed by and for construction professionals. Prolog is built for managers accountable for construction costs, scope, and schedules, and for teams responsible for the successful delivery of projects.</p>	<p>8</p>	<p>Yes</p>
<p>EASI Pay system is used to manage the intake of vendor invoices. This allows the agency to have one central access point for invoices, where we can now have accurate information on the time it takes to process an invoice. Moreover, the system allows centralized viewing of where an invoice is in the approval process. The system also provides automated prompts to PO managers on invoices that require action.</p>	<p>2</p>	<p>Yes</p>
<p>In November 2016, C&P rolled out the E-sourcing Module of the Procurement Automated Support System (PASS), the District's electronic record system for purchasing goods and services. In PASS, a Division within DGS will be able to enter a requisition, which will be processed by C&P staff utilizing the e-Sourcing Module. Divisions within DGS must submit a requisition in the PASS Buyer system prior to any solicitation event being created by C&P procurement staff in the PASS e-Sourcing Module. Divisions must submit the requisition with \$1 (One Dollar) value in PASS Buyer if the funding for the requisition is NOT available at the time. C&P Staff will not start any e-Sourcing event without the requisition that has been approved by the Division.</p>	<p>1</p>	<p>Yes</p>
<p>The Milestone system is the District's new Video Management System (VMS), which can serve as a crime deterrent and for criminal and civil investigations and real time monitoring of a situation. One example is that the Central Communications Center (CCC) can monitor virtually every DC property with cameras. If there is an active shooter in a building, they can be tracked throughout the building to give law enforcement updates. These units, referred to as NVR's (Network Video Recorder), are tied into the LAN and firewall rules are in place to allow for remote monitoring. There is no server associated with the VMS stand-alone recorders. The Aventura system is the District's legacy VMS, which we are phasing out once funds become available.</p>	<p>5</p>	<p>No</p>

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<p>Rs2 Access it! is the Electronic Access Control System (ACS), which controls card readers and alarms throughout the District. It consists of a database and an application server. It has three separate partitions, PSD (City-Wide), CFL, and MPD. Each one of those departments/agencies can administer its own system partition. The Rs2 system works in conjunction with the DMP Intrusion Detection System (IDS) to populate and send alarms to the Central Communications Center (CCC), which is responsible for acknowledging, dispatching, and clearing the alarms.</p>	5	No
<p>The Training Tracker is an online compliance tool, which provides record maintenance training and generates reports on training compliance. Personnel have read-only access to their records and the ability to download copies of their training documentation. We are using this tool to track and monitor training compliance for security contract guards. We are also creating online training assessments that are automatically graded and recorded for each user.</p>	5	No
<p>The KeyWatcher system is imperative to PSD daily operations and is responsible for keeping track of government vehicles. It has a database and keeps a transaction history, which you can run reports and is tied to the LAN. It is an internal program, so no firewall rules need to be created.</p>	5	No
<p>uniFLOW is a software platform for DGS print, scan, and device management, designed to bring the full value of multi-functional devices to the organization. With uniFLOW, our customers benefit from an integrated platform for all your print, scan and device management.</p>	2	No

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.

To enhance transparency, the Department of General Services (DGS) developed its Fiscal Performance Plan that incorporates aspects of the Agency’s management and decision-making processes to ensure best practices and improve service delivery. Some best practices included the following activities:

The DGS Acquisition Planning Tool (DGS-APT):

The DGS-APT was developed as a module within the Procurement Automated Support System (PASS) to efficiently capture data on acquisition planning. Each Division entered its acquisition planning data into the DGS-APT form prior to initiating a requisition so

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procurements can be analyzed and prepared by Contracts and Procurement (C&P) staff. The DGS Acquisition Planning Tool tracks and supervises each procurement through its lifecycle. Available to the public, is the Acquisition Plan on the DGS website.

The Agency also implemented the Project Initiation Form (D-PIF). Any procurement that is not included in the Agency's D-APT submission must be initiated using the D-PIF. The D-PIF feature within PASS serves as the Agency's official repository for tracking unplanned procurements. D-PIF data are linked to the requisition once it is created in PASS. The D-PIF feature is fully functional in PASS.

The development of these tools ensures that the Agency's procurement requests are mapped to the acquisition plan thereby streamlining reporting of planned and unplanned procurement actions. Also, the Agency is using technology to better manage procurement contracts, customer relations and data tracking.

Please see attached a hard copy of the Agency's FY16 Performance Plan. For public viewing, the plan is posted on the City Administrative website at <https://oca.dc.gov/page/performance-plans-and-reports>.

Question #8 – Folder

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

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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.

The Department of General Services receives a variety of comments ranging from letters and/or emails of appreciation, requests for the status of existing or planned capital projects, requests to provide facility related services, inquiries from local business on DGS contracting opportunities and inquiries on the status of vacant DC facilities, to name a few.

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

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.

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 on the client agencies' behalf.

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 agency on the SIT process, but DGS continues to interact with stakeholders, including 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.

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.

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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 YouTube channel through which DGS can post DGS-related videos, such as of groundbreaking 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.

DGS believes that it is an essential part of our mission to maintain an 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.

PSD provides a Special Events email for agencies and/or citizens who are inquiring about our services.

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.

- 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 alteration 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.

DGS is in process of reviewing all of our policies and procedures to ensure that we are providing the best services to District residents. Some of the changes being considered are based on the feedback we have received from residents, sister agencies, local business and more importantly our staff. For example - local businesses have expressed concerns about not having opportunities to work with the agency. In response to the Certified Business

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Enterprise (CBE) community and public requests, DGS created The Launch Pad. The Launch Pad is innovative way for DGS to bring local CBE vendors wishing to engage DGS leadership. This new platform allows businesses entry to the agency for contracting opportunities. For our sister agencies, we have begun having monthly meetings with them to discuss how we provide better service. For residents, we are enhancing our "DGS on the Road" initiative. DGS on the Road is an initiative that started last year at DGS where our staff goes out to the community to advise residents of who DGS is and to enlist feedback directly from residents. We are expanding the initiative. Our staff has begun reaching out to the local ANCs and civic, citizen & neighborhood associations to get on their agendas to present the DGS on the Road presentation. For staff, we are instituting employee appreciation programs and methods so that the Director and senior staff engage with frontline staff more often. As well, we are establishing a method for staff to relay ideas to senior staff during an "open office hours" period once a month.

Being the implementing agency for our sister agencies also creates a challenge, as often we receive comments and feedback from residents based on decisions made by other agencies that we are tasked with implementing. Educating residents on our role as the implementing agency and not the program and decision making agency is on-going, as well.

10. How was the agency tried to reduce agency energy use in FY 2016?

RETRO-COMMISSIONING (RCx): Retro-commissioning projects begins with benchmarking the large energy users in the portfolio -- the top 40 sites that use over 50% of the energy. Additionally, the top 100 sites consume nearly 75%. DGS has profiled these sites for both energy performance and the potential to improve performance and has been systematically working through them to improve comfort, health and wellness while reducing energy consumption.

The primary way that energy is saved during retro-commissioning is through aligning building zoning and scheduling to meet occupant needs, which significantly reduces HVAC equipment run times. In addition, significant savings are attained by reducing simultaneous heating and cooling, by optimizing the intake of outdoor air, and by calibrating, replacing or applying sensors that provide real-time data, which supports more precise equipment operation.

To make these changes, DGS upgrades and integrates the building automation systems and standardizes data flows to provide visibility into building performance. DGS is working on integrating these data flows into the daily, weekly, and monthly workflows of the facilities management team and by supporting mechanical contractors. These data flows are also available to support third-party services, analysis and applications.

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After RCx is complete, the building should be maintained by the Facilities Division in a perpetual state of improved and actively monitored operations. An extensive training program is being developed to enable the workforce development aspect of this requirement.

Approximately 26 sites have been entered in retro-commissioning and another 26 are ready to be addressed during the remainder of FY17. Multiple buildings from the first wave of RCx are showing over 20% improvement. Across the full set of retrofits, the program is operating with a three to four-year payback period.

DGS is actively working on refining this ecosystem and has made great progress in creating new data flows and aligning operations to rely on this data. With appropriate capital allocations, DGS could RCx fifty additional sites in the next two years -- for approximately \$12M, with a four-year payback and significant local employment benefits. See Capital Budget Proposal for PL901C.

BUILDING IQ: Launched in FY15, this multi-year pilot is supported partially by U.S. Department of Energy grant funding and involves the deployment of cloud-based software that combines building data with local weather forecasts, energy prices, tariffs, and demand response signals, to determine and execute the most efficient HVAC operating strategy. The software communicates with the building automation system (BAS) to adjust temperature set points to deliver real-time optimization and savings. This technology is active in eight of our largest buildings, created 15% savings in a LEED Platinum facility (200 I Street), and 4% gains in two of the best-managed buildings in the city (Waterfront Station East and West). BIQ was also a key part of the demand response program DGS piloted in FY16 (see below). In addition to 200 Street and Waterfront Station East and West, the program is active at: Wilson Building, OJS, Woodson HS, Ballou HS, and St. Elizabeth's. At these sites, the BIQ program helped identify mechanical and controls work that was needed. After these upgrades are completed, HVAC optimization algorithms should yield 8-15% savings.

DEMAND RESPONSE: During summer 2016, DGS managed a successful pilot demand response program, reducing load within 30 minutes of notification by nearly three times the amount required, generating a total of \$66k in direct revenue, on top of avoided electricity costs and demand charges. DGS is expanding this work and expects to increase the volume of this work 5-10x in FY17.

LIGHTING RETROFITS: DGS-SE has invested over \$1.5M in lighting retrofits in the last two years and these projects are generating steady savings. DGS is preparing a Smart Buildings and Connected Lighting IDIQ for release Q2 2017 and there are over \$3M in additional lighting retrofits identified for deployment through this vehicle. This work is presently not adequately funded relative to the opportunity in FY17, FY18 or beyond. With sufficient capital

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allocations, DGS could expand this lighting retrofit work to reach nearly every facility in the District, both improving energy performance and support local green career pathways for residents. In addition to the approximate \$3M shortfall in FY17, \$5.4M has been requested for this work in FY18. See Capital Budget Proposal for PL901C.

WIND: In addition to energy use reduction, DGS-SE has worked to source energy from renewable, less expensive sources. In FY16, the DGS wind farm produced 109,242 MWH of clean, renewable energy, saving \$600,000 in electricity costs and avoiding 76,000 metric tons of greenhouse gas (GHG) emissions. That’s equivalent to taking more than 16,000 cars off the road for one year! Since the wind power purchase agreement (PPA) was executed, 136,530 MWH of clean electricity has been generated, saving \$819,000 and avoiding 95,950 metric tons of GHG emissions.

SOLAR: In FY16, DGS installed more than 3.6 megawatts (MW) of solar PV on 17 District government facilities. Once completed, the 11-12 MW solar initiative may stand as the largest urban solar project in the U.S. (11.4 in AZ). The innovative on-site solar PPA will provide more than \$1M in measurable electricity savings each year. The project produces five permanent jobs, more than 200 construction jobs, and \$25m in local spending. The project increases the installed citywide solar capacity by more than 50% and District CBEs have developed, managed, and constructed most of this work.

11. Please complete the following chart about the residency of **new hires**:
Number of Employees Hired in FY 2016 and FY 2017 to date

Number of Employees Hired in FY 2016

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>	<i>% of Number of District Residents</i>
Continuing	32	22	69%
Term	9	0	0%
Temporary	0	0	0%
Contract	0	0	0%

Number of Employees Hired FY 2017 to Date

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>	<i>% of Number of District Residents</i>

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Continuing	8	7	88%
Term	13	0	0%
Temporary	0	0	0%
Contract	0	0	0%

12. Please provide the agency’s FY 2016 Performance Accountability Report.

See Question #2 - Folder

B. BUDGET AND FINANCE

13. Please provide a chart showing your agency’s **approved budget and actual spending**, by division, for FY 2016 and FY 2017, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.

See Question #13 - Folder

14. Please list any **reprogrammings**, in, out, or within, related to FY 2016 or FY 2017 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.

See Question #14 - Folder

15. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY 2016 or FY 2017, to date.

See Question #15 - Folder

16. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY 2016 or FY 2017, 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 2016 and FY 2017, to date.
- Expenditures of funds, including the purpose of each expenditure, for FY 2016 and FY 2017, to date.

i. **See Question #16 - Folder**

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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.
 - i. **See Question #17 - Folder**
18. Please provide a complete accounting of all **federal grants** received for FY 2016 and FY 2017, to date.

The Dept. of General Services received a \$9,000,000 federal payment in FY 2017 to support the redevelopment of the site of the Federal City Shelter, including the development of a replacement shelter and permanent supportive housing. The budget authority for the \$9,000,000 federal payment has been loaded into the Homeless Shelter Pool project, PL101C. To date, no expenditures, encumbrances, or pre-encumbrances have been incurred against the PL101C project budget.

In addition, DGS is implementing the Fort Totten Trash Transfer Station project, FTFO1C on behalf of DPW. A total of \$4M in capital funds were reprogrammed to DGS's capital budget. The reprogramming was approved December 28, 2016. Of the \$4,000,000, \$42,292.20\$ is from a federal payment. To date, no spending activity has been incurred against the FTFO1C project.

19. Please list each contract, procurement, lease, and grant ("**contract**") awarded, entered into, extended and option years exercised, by your agency during FY 2016 and FY 2017, 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.
 - i. **See Question #19 - Folder**

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20. Please provide the details of any **surplus** in the agency's budget for FY 2016, including:

- Total amount of the surplus.
- All projects and/or initiatives that contributed to the surplus.
 - i. **See Question #20 – Folder**

In FY 2016, DGS had a \$1.6 million budget vs. actual surplus in local funds, a \$0.4 million surplus in special purpose funds and a \$0.4 million surplus in intra-District funds.

The \$1.6 million local funds surplus represents only 0.5% of the \$320 million local budget. Of the \$1.6 million surplus, \$0.1 million is in personal services (PS) and \$1.5 million is in non-personal services (NPS). The \$0.1 million PS surplus is the result of salary lapse savings. The \$1.5 million NPS surplus reflects \$1.7 million in net underspending in energy, offset partly by \$0.2 million in higher costs in other areas. The key drivers of the \$1.7 million energy underspending include \$2.1 million in lower costs for auto fuel, water, sustainable DC and gas and \$0.4 million in higher costs for electricity, steam and heating fuel. The \$0.2 million in higher costs was driven largely by increased contractual security services (\$1.1 million) in the protective services program to meet increased requests from client agencies. NPS underspending of \$0.9 million mainly in the facility program offsets the higher protective services security contract spending. The relatively small amount of facility NPS underspending represents less than 1 percent of its \$95 million NPs local budget and it reflects funds set aside to address emergencies and unplanned events.

The \$0.4 million special purpose surplus consists of \$0.1 million in PS underspending and \$0.3 million in NPS underspending. The \$0.1 million PS underspending is due to salary lapses in the RFK Fund and the Eastern Market Fund. The \$0.3 million in NPS underspending includes \$0.2 million in the Eastern Market for contract services, professional services and energy; and \$0.1 million in the Utility payment for Non-DC Agencies Fund pertaining to auto fuel and rent for proprietary agencies (e.g. UDC, Lottery, WASA, and Health Care Exchange). Except for the Eastern Market, the expenditures of the 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 \$0.4 million intra-District surpluses, PS underspending made up almost all the total underspending. The PS pertains to vacant security officer positions pursuant to an MOU between the DC National Guard and DGS. DGS has had difficulty in hiring and retaining security officers during FY 2016. At the end of FY 2016, 12 of the 22 security positions for guarding the DC Armory had been vacant. NPS underspending in occupancy made up \$27k, which represents 0.3% of the \$7.6 million occupancy intra-District budget.

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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.

24. Please explain the impact on your agency of any federal legislation or regulations adopted during FY 2016 that significantly affect agency operations.

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

25. Please provide a list of all MOUs in place during FY 2016.

Please note that the response to question on MOUs is the same as the one for question on intra-Districts. Intra-Districts are based on MOUs.

See Question #15 - Folder

26. Please provide a list of all studies, research papers, and analyses ("studies") the agency requested, prepared, or contracted for during FY 2016. Please state the status and purpose of each study.

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There were no major studies, research papers and analyses that the agency requested, prepared or contracted for during FY 2016.

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 2016 or FY 2017, to date.

See Question #27 - Folder

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.

See Question #28 - Folder

D. PROGRAM-SPECIFIC QUESTIONS

I. Facilities Management

29. What were the most common maintenance issues found at District-owned housing shelters in FY 2016 and FY 2017, to date? How did DGS work to reduce these issues in FY 2016?

The most common maintenance concerns at DC Shelters for the previous and current fiscal year consist of 111 plumbing issues, 95 heat issues and 85 engineering issues.

DGS responded to and completed 97.3% of these work orders to date - 8 are currently in progress.

30. What were the most common maintenance issues found at District-owned parks and recreation centers in FY 2016 and FY 2017, to date? How did DGS work to reduce these issues in FY 2016?

The most common maintenance concerns at DC Recreation Centers for the previous and current fiscal year consist of:

- **2,381 specific area clean-up issues**
- **1,662 janitorial issues**
- **839 plumbing issues.**

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- **DGS has responded and completed 99.4% of these work orders to date - 33 are currently in progress.**

31. What were the most common maintenance issues found at District-owned schools in FY 2016 and FY 2017, to date? How did DGS work to reduce these issues in FY 2016?

The top three most common maintenance concerns at DC Public Schools for the previous and current fiscal year consist of:

- **2,169 plumbing issues**
- **1,879 heating and air conditioning issues**
- **1,686 carpentry issues.**
- **DGS has responded and completed 95.7% of these work orders to date - 244 are currently in progress.**

32. What were the most common maintenance issues found at District-owned fire stations in FY 2016 and FY 2017, to date? How did DGS work to reduce these issues in FY 2016?

The top three most common maintenance concerns at DC Fire Stations for the previous and current fiscal year consist of:

- **503 light fixture issues**
- **503 light fixture issues**
- **338 preventative maintenance issues**
- **91 ceiling tile issues.**
- **DGS has responded and completed 99.0% of these work orders to date - 10 are currently in progress.**

33. Please provide a list of unimproved properties, including triangle parks and trolley trails, that DGS, DPR, and DCPS are responsible for maintaining (e.g. mowing, landscaping, leaf blowing, snow blowing).

- **Identify the property location, use, and maintenance schedule, including mowing, landscaping, leaf blowing, and snow blowing.**

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

See Question #33 - Folder

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34. Please provide a list of all public green spaces (parks, gardens, or other outdoor areas developed for recreational or aesthetic purposes) in the District maintained by DGS, DPR, or other agencies under DGS control.
- Identify the location (including Ward), uses, improvements, and the size of any such green space.
 - Identify name, the location (including Ward), uses, improvements, and the size of any green spaces developed, sold, disposed of, or otherwise converted from use as a public green space.
 - In FY 2016, did the District experience a net gain or loss of these public green spaces? What was the percent change in the District's public green spaces?
 - **See Question #34 - Folder**
35. Please describe how DGS receives and resolves work order requests for maintenance issues at government facilities, identifying the percentage of total requests that come from the various sources of work order requests.
- Please describe DGS's process for prioritizing maintenance issues, and provide examples demonstrating the process from intake to resolution, and provide average response time.

DGS receives work order primary through our customer relations management software, Salesforce. Requests are entered into the system, directly by clients, DGS Staff and general public via the DGS App. Work orders come from DPR, DCPS or Municipal locations. We also receive feedback through social media, particularly Twitter and Facebook.

Through our Service Level Agreement (SLA), we prioritize our maintenance request into three categories: emergency, high priority and routine maintenance. Work order request are approved and assigned to staff as well as contract support in order to address.

There are several ways to enter a work order either by calling the Work Order Management Team – (202)576-7676, Email Work Order Management at wom@dc.gov, and enter into the DGS app into the Fix it tool available on Google Play and the Apple App store.

If you are the designated representative for your property you may enter a work order request through Salesforce or your building management specialist or liaison
See Question #35 - Folder

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

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DGS is in the process of developing a platform for the storage of warranty information after the completion of the construction phase to allow for digital record keeping and ease of reference. The module will track items under warranty, notify users of upcoming expirations and identify all buildings that contain warranty items.

Product Warranty information is a required deliverable from the builder before the project is certified as “Substantially Completed”. The information is collected electronically and in hard copies and transmitted to FMD division.

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 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 the facility in order to be made aware of any 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.

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

DGS will begin the new round of FCAs in FY 2017.

DGS exceeded its goals for DCPS assessments. The Agency completed over 100 facility condition assessments for DCPS locations. More than 12M square feet of space has been assessed, which exceeds DGS’ target of 4 million square feet per year.

The FCA’s are on a 5-year cycle and the agency is considering revising it to a 3-year cycle.

No internal condition assessment of District-owned schools was conducted in the past year.
See Question #37 - Folder

38. 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

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District. In its responses to FY 2015 Performance Oversight questions, DGS stated that installation of these signs would be completed by March 15, 2016. What is the current status of this installation project?

- Were there any additional costs incurred in completion of this project? If so, please provide a listing of those costs.

The \$186,000.00 onetime 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.

The DGS Facilities Maintenance Team (FMT) installed “NO SMOKING” signs at all entrances to the centers except for the two new locations Ridge Road Recreation Center and Benning Stoddert Recreation Center.

DGS FMT is in the process of researching additional cost of installation.

DGS FMT will ensure signs are in place at the two new facilities and request assistance from Department of Parks and Recreation (DPR) Liaisons to ensure none were missed.

39. On January 11, 2017, the Office of the District of Columbia Auditor published a report regarding DGS’s response to the snow storm that hit the District over the weekend of January 22, 2016.

- Please provide a list of measures DGS plans to undertake in FY 2017 in response to recommendations raised by ODCA, including projected cost savings related to those measures.
- Please provide a list of measures DGS plans to undertake in FY 2017 to address the issues raised in the ODCA report that are not specific recommendations raised by ODCA, including projected cost savings related to those measures.
- Are there any broader restructuring efforts or other institutional changes that would better equip DGS to respond to snow storms and other events requiring use of emergency contingency funds?

Although the specific recommendations offered by the Office of the District of Columbia Auditor in the January 11, 2017 report were not specifically directed to DGS, DGS has taken several steps to control costs in its snow removal operations. DGS has issued a new Request for Proposals to procure the services of snow removal contractors in advance. Going forward, DGS will use a fixed price model as opposed to an hourly model for snow removal contracts. We hope to achieve greater efficiency and cost control through a fixed price model. We have also procured shovel-ready support services to provide additional support

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for snow removal operations. This additional support will enable the agency to address specific needs at facilities at a lower rate and on a consistent basis. We have improved the work verification process through gps tracking within SalesForce. We are also coordinating more effectively with DPW, which also reduces costs by better coordinating priority sites and reducing the potential for duplication of resources.

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.

See Question #40 - Folder

FACILITY NAME or OCCUPANT	ADDRESS	WARD	OWN/LEASE	SF	Current Status
Recorder of Deeds	515 D Street, NW	2	0	46,085	DGS Strategy Formulation for District Use
Old Hebrew Home	1125 Spring Road	4	0	38,344	DMPED RFP
Old DPR Headquarters	3149 16th St NW	1	TOJ	20,900	NPS Transfer of Jurisdiction (TOJ); DGS assessing alternative uses per TOJ guidelines
Langston	43 P Street, NW	5	0	30,000	DGS Strategy Formulation for District Use
Old Miner School	601 15 th St. NE	6	0	46,100	Available for District use
Fletcher-Johnson	4650 Benning Rd. SE	7	0	302,000	DGS engaged in Request for Offers (RFP) process

** Variable costs are captured on as needed bases.*

Note (\$2.5 million has been allocated to provide maintenance to all properties on an as-needed basis".)

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

See Question #41 - Folder

Surplus or excess District-	ADDRESS	WARD			
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owned property			OWN/ LEASE	SF	Status
Langston	43 P St NW	5	0	30,000	Vacant
Grimke	1925 Vermont Ave. NW	1	0	46,100	Vacant
Old Miner	601 15 th St NE	6	0	17,802	Vacant
Fletcher-Johnson	4650 Benning Rd. SE	7	0	302,000	Vacant
Winston Education Campus	3100 Erie St NE	7	0	137,700	Vacant / Available for long term agreement

42. Please list each lease entered into by your agency during FY 2016 and FY 2017, 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.

See Question #42 – Folder

43. When was the last update of the database available at <http://geospatial.dcgis.dc.gov/DCProperty/>?

The last Archibus update was completed in 2015.

III. Capital Construction

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

See Question #44 - Folder

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

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

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- Which schools are pending modernizations? What is the estimated timeline for the modernizations of these schools? Please identify their wards.
- Please identify school modernizations scheduled for completion in 2016 that have yet to be completed, if any. Please include the location, reason delay, and DGS's current plan for each delayed modernization project.

See Question #45 - Folder

46. For the school modernizations happening in FY 2016 and FY 2017, 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.

Expenditures for streetscapes, curbs, tree boxes, and street paving vary from project to project. Based on a review of data from recent projects, the Department estimates the average cost for these items at between 0.3% to 0.7% of total construction cost. These items are not separately bid out by the builders. To achieve the best pricing from contractors, these items are included in the exterior site work bid packages, and are not broken down to the individual items.

47. In the Department's answers to the Committee's FY 2015 questions about restructuring, DGS noted that a new Portfolio Manager for the DCPS cluster had been hired in February 2016.
- What is the current composition of this Portfolio Manager's support staff?
 - Please describe the work done by this Portfolio Manager and his or her team throughout 2016.
 - What, if any, other steps have been taken to bring management and implementation of the capital projects in the DCPS portfolio in-house?

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

There are twenty six (26) District properties that are currently leased by Public Charter Schools in the District.

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

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Approximately, five hundred ninety-nine million, eight hundred forty-four thousand, two hundred twenty (\$599,844,220) dollars has been requested by charter school tenants in rent credits, on a dollar-for-dollar basis, against the full amount of each installment of Annual Base Rent.

- Does DGS take particular steps to make properties available for use, via lease, by charter schools? Please describe any methods DGS employs to respond to charter school property needs.

The re-use of District school facilities is guided by D.C. law and requires coordination between DME, DCPS and DGS for repurposed school buildings that are no longer needed by DCPS or by DGS for other government agencies space requirements. The steps for making the facilities available are:

- Pre RFO Process (1. Determine Site, 2. Site Profile, 3. Surplus Hearing /Community Engagement)
- RFO Process (1. Solicitation, 2. Community Meeting, 3. Review Offers, Award Letter)
- Review Offers (1. Letter of Intent, 2. Mayoral Review, 3. Council package submission, 4. Council Vote*, 5. Lease Execution).
 - i. *Council vote required for leases longer than 20 years on District owned property.

IV. Sustainability and Energy Management

49. How has DGS worked to improve its prediction of energy costs in FY 2016?

We are using better planning and accounting. We performed the work to improve energy use and prediction:

- Conducted a formal third-party audit of all Pepco utility bills for a 30-month period and information ascertained from this process is being used to address errors in the Pepco bills and adjust rate class enrollments.
- Piloted multiple bill management platforms and selected a provider who will take over assessment and quality assurance on all utility bills. This will include approximately 60 new quality assurance checks, which are run monthly.
- Worked with Pepco and the City Administrator's office to arrange a transition to automated electronic billing delivery and this transition is in process.
- Secured access directly to PJM grid-level data and analyzed utility tariffs to support an hourly electricity price analysis.

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- Initiated an internal quarterly reforecasting process, began creating reconciliation to the general ledger -- refinement and automation of these processes is ongoing.
- Developed extensive methodology documentation for budgeting and forecasting processes.

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

Sustainability and Energy

The DCPS Recycles! program continues to provide hauling services, standardized supplies, and on-site support to all 112 DCPS schools.

This program provides that 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 through DGS twice per year at no charge to DCPS,
 - Receives email communications about how to request additional support,
 - Is invited to participate in District-wide challenges and competitions open to all DC schools (public, charter, private),
 - Has access to guidance documents available on the Healthy Schools website: <http://dgs.dc.gov/page/dgs-healthy-schools>,
 - Can view its performance compared to other DCPS schools on [DCPS Recycles! interactive maps](#),
 - Receive additional services, supplies, and support for recycling organics in kitchens and cafeterias, if they have opted in for this
 - Receives technical assistance to charter schools upon request per <https://dgs.dc.gov/node/1177130>. Charter schools are also invited to participate in DC-wide challenges.
- Please list each school participating in the program during FY 2016. Has the number of schools participating increased over FY 2015?

This program provides that every DCPS school:

- i. The list of all DCPS schools is available on the DCPS profiles website. <http://profiles.dcps.dc.gov/>.
- ii. The list of 60 DCPS schools participating in the organics recycling is available in Appendix 1 and here: <https://dgs.dc.gov/node/1077642>
- iii. While DGS provides the program to all DCPS schools, successful implementation requires cooperative effort involving leadership,

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operations and education. Schools that have successfully implemented the program are recognized on the DCPS Recycles! Honor Roll announced annually on Earth Day.

- iv. In 2016, forty-nine schools made the DCPS Recycles! Honor Roll for establishing paper recycling programs and 32 schools made the Honor Roll “with distinction” for their performance in organics recycling. Van Ness Elementary School was highlighted as a best practice example school for implementing organics recycling in classrooms
<https://dgs.dc.gov/page/van-ness-elementary-school-early-childhood-students-lead-way-recycling>.

The list of these schools can be found in Appendix 2 and here: <http://dgs.dc.gov/node/1156691> and can be viewed on our [DCPS Recycles! interactive maps](#).

- v. Compared to FY15, more *schools that are choosing to participate* have higher quality recycling programs. This is reflected by the increase in the number of schools that made the DCPS Recycles! Honor Roll “with distinction” and by the increase in the number of schools opting in to the organics recycling program.
- vi. The number of *schools that are choosing not to participate* has stayed constant. This is reflected by the slight decrease in the number of schools that made the DCPS Recycles! Honor Roll. The number of schools participating in the program has stayed about the same, with a slight decrease in recognition on the Honor Roll due to an improvement in the criteria and auditing of the self-reported data.

Table 1. Comparison of Number of schools on each list FY15 and FY16

List	FY15	FY16
DCPS Schools that are included in the DCPS Recycles! program (receive services, supplies and support for recycling from DGS)	All of them!	All of them! (112)
Honor Roll (basic paper recycling program)	52	49
Honor Roll with distinction (with organics)	23	32
Opted in organics for the next school year	49	60

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The Honor Roll application for 2017 is open and available here:

<https://docs.google.com/a/dc.gov/forms/d/e/1FAIpQLSfbbkw6t3mmYsMJXDaO9iRcsC2xXgEI76Jgz9RNGfpTZIXtQ/viewform?c=0&w=1>

- Please list the total amount of organic waste collected as part of this program during FY 2016. How many schools now separate organic waste? Where is the collected organic waste taken?

A total of 711 tons of organic waste has been collected since the start of the 11school pilot program in August 2013 through the end of FY16 (Table 2). In FY16, 385 tons were diverted from 32 schools. As of January 2017, 60 schools opted into 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 across the eastern shore were taken here, including New York and DC. However, site 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 materials are processed annually.

Last year, due to drainage problems at the site, MES 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. However, now there are plans to expand the facility so this should be less of a concern in the future.

At the same time, the DCPS Recycles! program aims to shift messaging to be in line with the Sustainable DC zero waste target and city-wide efforts to reduce or recover rather than recycle food waste.

Table 2. Monthly Organic Waste Collection FY14, FY15 and FY16 (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	FY 2016 Sub-total
October	2.51	18.4	56.3
November	1.59	12.9	28.75

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December	0	13.2	53.72
January	3.15	24.1	52.29
February	3.77	21.7	45.35
March	4.71	23.5	40.82
April	6.16	16.5	51.63
May	5.65	28.1	28.00
June	5.11	32.6	9.12
July	2.56	1	0
August	0.72	2.6	3
September	22.7	57	16
Total tons	58.62	251.6	384.98

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

The DCPS Recycles! program’s latest successes are summarized in the January 2016 newsletter, found in Appendix 3 and available here:

<https://dgs.dc.gov/sites/default/files/dc/sites/dgs/publication/attachments/January%202017%20DCPS%20Recycles%20Program%20Newsletter%5B1%5D.pdf>

The newest initiative is the DC Reduce First – Paper Edition challenge, which is open to all schools – DCPS and public charter schools. This challenge, launching in February 2017, is a follow up to last year’s DC Reduce First – Lunch Challenge which focused on reducing food waste. The idea is to shift from a focus on “recycling more” to being in line with the city’s zero waste target by “reducing first.” Participating schools will collect data on the amount of paper thrown away, take actions to reduce this waste, and report the results.

Highlights from the newsletter include:

- 2nd Annual DC Recycle Right competition – 26 schools participated from across all Wards and include DCPS and charter schools.

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- ii. **Anacostia River Boat Tour for maintenance staff to learn about how recycling helps keep our rivers clean.**
- iii. **Kitchen highlights reflecting a push to help DCPS kitchens implement the program correctly.**
- iv. **Success stories from all 8 Wards are highlighted in the newsletter including:**
- v. **Teachers from Cardozo Education Campus (ward 1), Deal Middle School (ward 3), Drew Elementary School (ward 7) and Van Ness Elementary School (Ward 6) wrote 5E lesson plans corresponding to the DCPS Recycles! challenges under an MoU with DGS.**
- vi. **Special congratulations go to Brookland Middle School (Ward 5) for Highest Performance, Ballou High School (Ward 8) for Most Improved, and Ballou High School (Ward 8), School Without Walls @ Francis-Stevens (Ward 2), and Cardozo Education Campus (Ward 1) for Most Replicable Solutions.**
- vii. **Langdon Elementary School (Ward 5) organized student bin monitors to make sure their peers sorted materials correctly in the cafeteria.**
- viii. **Two students at Ballou High School (Ward 8), which achieved 1st Place Most Improved in the DC Recycle Right Competition, demonstrated initiative by volunteering to do classroom presentations about the recycling program.**
- ix. **Tyler Elementary School (Ward 6) focused on paper recycling in its pre-k and kindergarten classrooms. The Tyler recycling team customized recycling bins and gave out stickers to reward students who recycled correctly.**
- x. **The cafeteria manager at Malcolm X Elementary School (Ward 8) created “lunch bunch,” a rotating group of students that sit in the kitchen during lunch to learn about healthy eating.**
- xi. **The environmental club at Roosevelt High School (Ward 4) held a recycling meeting to prepare to launch their paper and bottles/cans recycling program next semester.**
- xii. **Noyes Education Campus (Ward 5) made morning announcements reminding the school about correct recycling procedures.**

This year more high schools than ever participated in the organics recycling program. Ron Brown College Preparatory High School (Ward 7) was the first modernized high school to launch the program in the cafeteria from the first day of school. Cardozo Education Campus (Ward 1) has a team of student monitors in the cafeteria to make sure everyone sorts correctly.

- **Please describe the type and nature of any identified costs or cost-savings created by the program.**

In FY16 costs of the program included:

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SERVICES: No savings. Trash emergency contracts (POA1 and POA2) thru December 22, 2016 added a premium of 20% -30% in cost. This increase impacted DCPS facilities as well as other DGS-managed facilities.

DCPS Waste Management Service¹	Hauling Cost
Trash²	\$ 792,559.80
Recycling³	\$ 179,582.28
Organics⁴	\$ 201,012.42
	\$ 1,173,154.50*

*** Expenditure does not include disposal cost estimate from combine hauling route.**

- 1. SUPPLIES: \$118k including standardized bins, lids, and labels and signage, compostable liners, supplies for pilots and waste audits.**
- 2. SUPPORT: Includes two contractors for on-site and on-line outreach to schools; small contracts to support improved data management and on-site compost support; and an interagency transfer to DCPS for the curriculum project.**
- 3. The program has high potential for assisting DCPS in identifying cost-savings opportunities. For example, schools that participate in the organics recycling program have reported the positive benefit of drastically reducing the number of plastic liners used at lunch. Schools sorting correctly use a compostable liner provided by DGS for the yellow bin. The schools purchase clear liners for the blue bins for mixed recycling and black for the gray bins for trash.**
- 4. When student stack their trays and sort their waste, the volume of waste is greatly reduced. One school reported**

¹ Disposal cost is part of a combined route (all properties/all commodities). Disposal transaction in FY16 amount to \$1,048,630.74

² Combined trash and bulk waste tonnage totaled \$973,931.43

³ Combined recycling tonnage equal \$66,340.68

⁴ Included in hauling price

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reducing the number of bags generated from 25 to 5. A back of the envelope analysis suggests that while DGS spends about \$900/year on compostable liners to assist a school in implementing the program, the school could save about \$800/year from reduced liner usage, which in some cases is almost 10% of a school's custodial supplies budget.

5. **Other operational benefits to the school include removing the liquid milk waste from the dumpsters (due to using a dump bucket for liquids); and reducing staff effort needed to carry multiple bags to the dumpsters. In addition, schools that participate in the DC Reduce First challenges have identified simple and effective ways that schools can reduce waste that would result in cost savings. By partnering with DCPS Food and Nutrition Services and Business Managers and other purchasing decision-makers we could help DCPS achieve cost savings as well as reduce the cost burden on DGS of paying for hauling services.**

51. What sustainability measures does DGS currently employ in buildings and properties maintained by the Department?

- Where feasible, please share the length of time these measures have been in place, and the projected environmental impact.
- What has been the cost of implementing these measures, and what if any cost-savings have resulted?
- What impact have these measures had on use of these District properties, if any?
 - i. **Retrofit and sustainability measures should improve the quality of experience in the facilities where they are implemented and the amount and quality of data available about each site where the work is performed. These improvements range from improved comfort control, to better air quality, better lighting quality, more amenities, and the satisfaction occupants derive from being in facility with a smaller natural resource footprint. In addition, this work stimulates the local economy providing good quality, local jobs.**
 - ii. **RETRO-COMMISSIONING (RCx): Retro-commissioning projects begin with benchmarking the large energy users in the portfolio -- the top 40 sites that use over 50% of the energy; and the top 100 sites that**

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consume nearly 75%. DGS-SE has profiled these sites for both energy performance and the potential to improve performance and has been systematically working through them to improve comfort, health and wellness, while reducing energy consumption.

- iii. The primary way that energy is saved during retro-commissioning is through aligning building zoning and scheduling to meet occupant needs, which significantly reduces HVAC equipment run times while the building is unoccupied. In addition, significant savings are attained by reducing simultaneous heating and cooling, by optimizing the intake of outdoor air, and by calibrating, replacing, or applying sensors that provide real-time data, which supports more precise equipment operation.
- iv. In order to make these changes, DGS upgrades and integrates the building automation systems, and standardizes data flows to provide visibility into building performance. DGS is working on integrating these data flows into the daily, weekly, and monthly workflows of the facilities management team and by supporting mechanical contractors. These data flows are also available to support third-party services, analysis, and applications.
- v. After RCx is complete, the building should be maintained by the facilities division in a perpetual state of improved and actively monitored operations. An extensive training program is being developed to enable the workforce development aspect of this daily requirement.
- vi. Approximately 26 sites have been entered into retrocommissioning and another 26 are ready to be addressed during the remainder of FY17. Multiple buildings from the first wave of RCx are showing over 20% improvement. Across the full set of retrofits, the program is operating with a three-to-four year payback period -- across all RCx projects, (spanning a few types), there has been approximately \$5M invested in this work and it is creating the expected returns in aggregate, yielding an estimated \$1.46M in savings in FY16. At individual sites, we can see additional opportunity for improvement based on the prior work, and follow-through support at RCx sites is a core part of FY17's work

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- vii. **DGS is actively working on refining this ecosystem and has made great progress in creating new data flows and aligning operations to rely on this data. With appropriate capital allocations, DGS could (and should) RCx 50 additional sites in the next two years -- for approximately \$12M, and with sub-four-year paybacks and significant local employment benefits. See Capital Budget Proposal for PL901C.**
- viii. **BUILDING IQ: Launched in FY15, this multi-year pilot is supported partially by U.S. Department of Energy grant funding and involves the deployment of cloud-based software that combines building data with local weather forecasts, energy prices, tariffs, and demand response signals, to determine and execute the most efficient HVAC operating strategy. The software communicates with the building automation system (BAS) to automatically adjust temperature set points to deliver real-time optimization and savings. This technology is active in eight of our largest buildings, created 15% savings in a LEED Platinum facility (200 I Street), and 4% gains in two of the best-managed buildings in the city (Waterfront Station East and West). BIQ was also a key part of the demand response program DGS piloted in FY16 (see below). In addition to 200 Street and Waterfront Station East and West, this program is active at: Wilson Building, OJS, Woodson HS, Ballou HS, and St. Elizabeth's. At these sites, the BIQ program helped identify mechanical and controls work that was needed. *After these upgrades are completed, HVAC optimization algorithms should yield 8-15% savings – approximately \$750K annually recurring.***
- ix. **LIGHTING RETROFITS: DGS-SE has invested over \$1.5M in lighting retrofits in the last two years and all of these projects are generating steady savings -- between \$300K-500K annually. DGS-SE is preparing a Smart Buildings and Connected Lighting IDIQ for release Q2 2017, and there are over \$3M in additional lighting retrofits identified for deployment through this vehicle. This work is presently not adequately funded relative to the opportunity in FY17, FY18 or beyond. With sufficient capital allocations, DGS could (and should) expand this lighting retrofit work to reach nearly every facility in the District, both improving energy performance and supporting local green career pathways for residents. In addition to the approximate \$3M shortfall in FY17, \$5.4M has been requested for this work in**

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FY18. See Capital Budget Proposal for PL901C. An investment in all of the potential lighting retrofits for FY17 and FY18 would have an approximate 3yr average payback, or, in other words, create an anticipated ~\$2.5M in savings annually.

- x. **EXISTING SOLAR PPAs:** In FY16 and to-date in FY17, DGS has installed 8.5 MW of solar. We expect to install an additional 3-4 MW during the remainder of FY17. In total, the 11-12 MW installed will yield the following benefits for the District: save taxpayers \$25M over the power purchase agreements' 20 year terms; invest \$25M in local spending, and create 190 jobs, plus six permanent O&M jobs. The PPAs will also increase the District's solar capacity by more than 50 percent.
- xi. **COOL AND GREEN ROOF INSTALLATIONS:** Between 2013 and 2016, DGS converted 2.3 million sq. ft. of DGS portfolio into green and cool roofs. These cool roof membranes extend a roof's life by 20 years, while costing less than a quarter as much as a new roof
 - 1. **TAXPAYER SAVINGS:** \$10M+ over next 20 years
 - 2. **GHG EMISSION REDUCTIONS:** 1.5M+ pounds per year
 - 3. **GREEN ECONOMY:** 3 CBEs trained on installing high-tech cool roofs; 100 jobs created
 - 4. **ADDITIONAL BENEFITS:** save energy and reduce urban heat island effect

52. What sustainability initiatives does DGS have planned for FY 2017? Please include projected timelines and estimated cost of implementation, as well as any cost-savings and environmental benefits the project is projected to yield.

- **COMMUNITY SOLAR:** DGS is working with DOEE to install 1 to 1.5 MW of ground-mount community solar on a property in SE. The community solar project will reduce the bills for certain low-income households participating in the LIHEAP program. We anticipate issuing a RFP in FY17.
- **SOLAR + ROOF PPA:** DGS is exploring an innovative roof + solar PPA to add an additional 10 MW of solar to the DGS portfolio. DGS would solicit the market for a blended roof upgrade plus solar financing and construction offering covered by a single PPA. While such offerings exist, DGS would be the first municipality in the country to deploy such a program at scale. The project would reduce electricity costs by roughly \$15M by eliminating distribution charges and providing peak load savings. It would also fund

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the replacement of 2.5M sq. ft. of neglected and deteriorating roofs in the portfolio. Many of these roofs require replacement, representing a roughly \$30M liability. We estimate the project would create roughly 250 jobs.

- **DEMAND RESPONSE:** During summer 2016, DGS managed a successful pilot demand response program, reducing load within 30 minutes of notification by nearly three times the amount required, generating a total of \$66k in direct revenue, on top of avoided electricity costs and demand charges. DGS is expanding this work and expects to increase the volume of this work 5-10x in FY17.
- **RETRO-COMMISSIONING:** Working in close collaboration with DGS-FM and building occupants (most significantly, DCPS) DGS-SE is engaged in Retro-Commissioning projects at multiple sites across the DGS portfolio. This process re-tunes a building's mechanical systems, the controls that govern them, and ties operations closely to the occupants' use of the building. It also upgrades the controls system, so that DGS can monitor and control a building remotely, and better understand its operations by analyzing tens of thousands of data points, per building, every day. This understanding allows DGS to simultaneously improve building conditions and, while operating the building more efficiently, cut down on mechanical repairs and energy bills. Last year, DGS saved more than tens of thousands of dollars each at multiple sites, and (with the right level of commitment and cooperation) can expect similar savings at dozens more as this program scales up.

APPENDIX 1. ORGANICS HAULING SERVICES SCHEDULE UPDATE

- Organics Hauling Services Schedule
January 3, 2017

- SY2016-2017 Organics Hauling List

The following DCPS schools will receive organics hauling services for SY2016-2017.

Account Name	Address
Aiton Elementary School	533 48th PL N.E
Bancroft Elementary School	1755 Newton ST NW
Beers Elementary School	3600 Alabama AVE. SE
Brookland Middle School	1150 Michigan Ave NE

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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 ST NE
Cardozo Education Campus	1200 Clifton St. NW
Columbia Heights Education Campus	3101 16th ST NW
Deal Middle School	3815 Fort DR NW
Dorothy I Height Elementary School	1300 Allison St NW
Drew Elementary School	5600 Eads ST NE
Dunbar High School	1301 New Jersey AVE. NW
Garfield Elementary School	2435 Alabama AVE SE
H.D. Cooke Elementary School	2525 17th ST NW
Hearst Elementary School	3950 37th ST NW
Houston Elementary School	1100 50th PI NE
J.O. Wilson Elementary School	660 K ST NE
Janney Elementary School	4130 Albemarle ST NW
Jefferson Middle School Academy	801 7th ST SW
Kelly Miller Middle School	301 49th ST NE
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

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Leckie Elementary School	4201 Martin Luther King AVE. SW
Malcolm X Elementary School @ Green	1500 Mississippi 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
Noyes Elementary School	2725 10th St. NE
Orr Elementary School	2200 Minnesota AVE. SE
Oyster-Adams Bilingual School (Adams)	2020 19th St NW
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
River Terrace Education Campus	420 34th St NE
Ron Brown College Preparatory High School	4800 Meade Street, NE
Roosevelt High School	4301 13th Street, NW
School-Within-School @ Goding	920 F St., NE
School Without Walls @ Francis-Stevens	2425 N St NW
Seaton Elementary School	1503 10th ST NW
Shepherd Elementary School	7800 14th St NW
Smothers Elementary School	4400 Brooks ST NE
Stoddert Elementary School	4001 Calvert ST NW
Thomas Elementary School	650 Anacostia AVE NE

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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 Street Southeast
Walker-Jones Education Campus	1125 New Jersey AVE NW
Watkins Elementary School	420 12th ST SE
West Education Campus	1338 Farragut St. NW
Wheatley Education Campus	1299 Neal ST NE
Woodrow Wilson High School	3950 Chesapeake St. NW

Appendix 2. DCPS Recycles! Honor Roll 2015

- DCPS Recycles! 2016 Honorees

- Bancroft Elementary School (Ward 1)*
- Benjamin Banneker High School (Ward 1)
- Bruce-Monroe Elementary School @ Park View (Ward 1)*
- Burroughs Elementary School (Ward 5)
- Cardozo Education Campus (Ward 1)
- Capitol Hill Montessori @ Logan (Ward 6)
- Cleveland Elementary School (Ward 1)
- Columbia Heights Education Campus (Ward 1)
- Coolidge High School (Ward 4)
- C.W. Harris Elementary School (Ward 7)*
- Deal Middle School (Ward 3)*
- Dorothy I Height Elementary School (Ward 4)
- Garfield Elementary School (Ward 8)*
- H.D. Cooke Elementary School (Ward 1)*
- Hearst Elementary School (Ward 3)*
- Hendley Elementary School (Ward 8)
- Houston Elementary School (Ward 7)
- J.O. Wilson Elementary School (Ward 6)
- Ketcham Elementary School (Ward 8)*
- Key Elementary School (Ward 3)*

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- King Elementary School (Ward 8)
- Lafayette Elementary School (Ward 4)
- Langdon Elementary School (Ward 5)*
- Mann Elementary School (Ward 3)*
- Marie Reed Elementary School (Ward 1)
- Maury Elementary School (Ward 6)*
- McKinley Middle School (Ward 5)
- McKinley Technical High School (Ward 5)
- Moten Elementary School (Ward 8)*
- Nalle Elementary School (Ward 7)*
- Orr Elementary School (Ward 8)*
- Oyster-Adams Bilingual School (Adams) (Ward 3)*
- Peabody Elementary School (Ward 6)
- Powell Elementary School (Ward 4)*
- Randle Highlands Elementary School (Ward 7)
- River Terrace Education Campus (Ward 7)
- Ross Elementary School (Ward 2)
- School Without Walls @ Francis-Stevens (Ward 2)*
- School-Within-School @ Goding (Ward 6)*
- Seaton Elementary School (Ward 6)*
- Stoddert Elementary School (Ward 3)*
- Thomson Elementary School (Ward 2)*
- Truesdell Education Campus (Ward 4)*
- Tubman Elementary School (Ward 1)
- Turner Elementary School (Ward 8)
- Van Ness Elementary School (Ward 6)*
- Watkins Elementary School (Ward 6)
- Woodrow Wilson High School (Ward 3)
- Youth Services Center (Ward 5)

***Schools honored with distinction**

Appendix 3. January 2017 Newsletter

V. Protective Services

53. What is the status of revisions to the Protective Services Division Governance Manual?
- Please describe the process of dissemination and implementation of the manual. Has the manual been fully disseminated to all relevant staff? If no, why not?

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- **The initial draft of the Governance Manual is complete. However, PSD is currently in the process of making updates and revisions to the Manual to reflect legislative and policy changes, as well as additional feedback from reviewers.**
 - 1. **Tentative completion date of known revision in April 2017**
 - ii. **The Governance Manual will be uploaded chapter by chapter onto the PSD Training Tracker**
 - 1. **The Training Tracker is a closed based application that allows management to account for the dissemination and certification of policies, training and other documents that must be implemented**
 - iii. **While PSD finalizes the Governance Manual, the following Polices have been disseminated, receipt acknowledge by relevant PSD employee, (i.e. civilians, contracts or commissioned officers) and implemented within PSD**
 - 1. **OPS 400.01 Mobile Protocol**
 - 2. **OPS 402.02 Use of Force Investigations**
 - 3. **MS 602.01 Uniform and Equipment**
 - 4. **MS 602.02 Take Home Firearms**
 - 5. **MS 602.03 Credential/Badge Use**
 - 6. **MS 609.02 Use of Government Vehicles**
 - 7. **IB OPS 15.01 Medical Treatment and Hospitalization of PSD Prisoners**
 - 8. **IB MS 1502 GEOTABS Fobs**
 - 9. **IB OPS 15.04 Processing Individuals with Service Animals**
 - 10. **IB ORG 15.05 Processing and Distribution of PSD Documents**
 - 11. **IB MS 16.01 Use of Government Vehicle Overview**
 - 12. **IB MS 16.02 Procedures for Handling Instances of Tardiness**
 - 13. **IB MS 16.03 SOP for Handling Subpoenas and Other Court Documents**
 - 14. **IB OPS 16.05 Clarification of PSD Reporting Responsibilities**
 - a. **All IB documents contain a concise description of the security information/advisement, are uniformly formatted, and may contain relevant attachments containing more defined or descriptive information (e.g., HSEMA or MPD guidelines, etc.)**

VI. *Administrative Support*

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

COO

- **On-going threats and attempts to remove DGS independent procurement authority** – The threat of removal of independent procurement authority creates uncertainty for DGS. The removal of independent procurement authority will directly impact accountability and will create a disconnect between procurement and program priorities. Agency procurement staff work closely with agency programmatic staff to develop expertise in the substantive areas of the agency and to meet the strict timelines associated with DGS procurement activities. Disconnection between the planning (DGS) and execution (OCP) of procurement activities will cause a greater disconnect in timing and priorities, with little accountability split between two agencies. Perhaps standardization of processes and practices is an approach that would achieve the desired objective, without removing independent procurement authority.
- **Development and integration of standard policies and procedures into all DGS operational areas** – Many divisions within DGS have independent practices to carry out their respective functions which are not consistently documented and not standardized across the agency. DGS has implemented an effort to document and standardize policies and procedures across the entire agency.
- **Clear definition of the role of DGS as related to the operational functions of other District agencies, including DCPS, DPR, DME, DHS, etc. – and the clear delineation of responsibility between DGS and other agencies.** DGS functions and responsibilities touch many different agencies and directly impact other agencies' ability to provide services. The agency has attempted to address this challenge by managing expectations and establishing clear protocols to govern communication, responsibilities and expectations.

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

COO

- **Improved procurement actions** by implementing procurement systems that have clear evaluation criteria, awards that have a solid basis of analysis and are transparent to all bidders. Improved procurement actions will create more defensible procurement actions that result in best value to the District.
- **Improved project delivery**, where we meet our project deadlines and control our project costs. Improved project delivery will result in lower costs to the District and meeting stakeholder expectations.

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- **Improved performance management**, where we use our data to make informed decisions. Improved performance management will result in decisions based upon actual needs and therefore, more useful outcomes.

56. Please provide an update on the DC DGS Mobile app and its success.

IT

- What if any updates have been made to the app during FY 2016?
 - i. **There hasn't been any updates to the DGS Mobile App since it was released in 2014.**
- What information has DGS collected about its use by the public?
 - i. **The only information that DGS collects from the public are inquiries related to work order management request and the number of downloads for the application. During the initial implementation of the DGS Mobile, there wasn't a requirement to have analytics installed to capture that type of data.**
- Has DGS identified ways to improve the app and its use by the public?
 - i. **There has been discussion in regards to improving ways to advertise the DGS Mobile App to the public but at the present time we (DGS) have not initiated an outside marketing firm to help us with ideas to market it to the public for more usage.**
- What plans does DGS have for increasing usage, functionality, and service provided by the app in FY 2017?
 - i. **Presently we have received a quote from the vendor (DataNet) for operation and maintenance but not for any additional requirements or enhancements. DGS IT will request from the senior management staff a requirements analysis to capture those requirements such as the business intelligence (BI) to commandeer more data from the public (outfacing) in terms of downloads and overall usability.**

57. Please share efforts taken in FY 2016 to increase DGS's outreach and communication with local communities.

COMMs

- How does DGS ensure local communities have a voice in construction projects, renovations, and other DGS work does in their neighborhoods, schools, parks, and other properties?
 - i. **As the implementing agency on District construction projects and renovations DGS staff works very closely with our sister agencies to ensure that residents have a voice on projects in their community.**

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- ii. **Currently our communications efforts vary by agency. For example, for DCPS modernization projects DCPS began taking the lead on communicating and facilitating School Improvement Team (SIT) and community meetings on their modernization and renovations projects approximately a year ago. DGS staff is always present to assist on any technical aspects of the project.**
- iii. **On DPR, FEMS, MPD and other municipal projects communications is a joint effort between with DGS typically being the lead. Some of our community outreach efforts include facilitating community meetings, attending ANC and civic association meeting, working with local communities to post information on list serves and we also use social media networks such as Facebook, Twitter and Instagram to communicate to residents.**
- iv. **We are in the process of reviewing our communication efforts to enhance the outreach and opportunities for community input. We like the DCPS model of communicating because it's clear to residents that decisions related to projects are made by the owner agency and not DGS the implementing agency.**
- **Do DGS and/or DPR have a dedicated staff person or persons to serve as a liaison to ANCs throughout the District? If so, please share the particular jurisdiction and responsibilities of these employees.**
 - i. **DGS currently has one Community Outreach Coordinator who serves as liaison to ANCs throughout the District. However, we have recently (within the last month) hired two additional community outreach coordinators who will be trained as ANC liaisons. Our goal is to use a model similar to the Mayor's MOCRs and have the new employees assigned to ANCs in Wards 1-4 and Wards 5-8. Our senior Community Outreach Coordinator will serve in a lead position handling complex community concerns and providing leadership to the new employees.**
 - ii. **The responsibilities of our community outreach coordinators include but are not limited to attending community and ANC meetings to provide updates on DGS projects and to enlist community feedback, providing updates to ANC on DGS related initiatives and working with DGS project team members to ensure that the DGS website is updated on any community related concerns and presentations.**

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- Do DGS and/or DPR have a dedicated staff person or persons to coordinate with the Council on resident-driven inquiries or concerns? If so, please share the particular jurisdiction and responsibilities of these employees.
 - i. **DGS currently has one Government Affairs coordinator who serves as liaison to Councilmember's and their offices. However, there is currently a job posting for this position to become two people.**
 - ii. **The responsibilities of our Government Affairs coordinators include but are not limited to monitoring and responding to Council requests on behalf of constituent. The staffer also drafts testimony and provides the research for hearings and roundtables. The staffer also provides updates to Councilmember staff, providing updates to Council on DGS related initiatives and working with DGS project team members to ensure that Councilmembers requests are met.**
- Please identify any concerns, struggles, or critiques DGS faced in FY2016 in regard to its outreach to local communities.
 - i. **The biggest critique of DGS' communication efforts in FY 16 was lack of consistency and the impression of not being transparent.**
 - ii. **Our team was often being reactive and not proactive, which gives the impression of not being transparent.**
- What steps does DGS plan to take to address these concerns, struggles, or critiques?
 - i. **Our first step in addressing these concerns was the hiring of two new Community Outreach Coordinators. These employees will assist our existing Community Outreach Coordinator with outreach efforts. We are also in the final stages of hiring a Communications Deputy Director and finally we will continue working with our sister agencies to streamline and clarify the communication stream for modernization and renovation projects.**

58. In its responses to Fiscal Year 2016 Performance Oversight questions, DGS identified three priority areas – (1) expanding small business initiatives, (2) streamlining agency processes to reduce costs, and (3) improving energy efficiency – for FY 2016. Please provide an update on the status of each of these goals. How successful has DGS been in reaching the intended impact?

COO/C&P/S&E

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- **In November 2014, the Department launched a Small Business Initiative to encourage local, small businesses to compete as prime contractors on selected capital projects ranging from \$250,000 to \$3 million. Since that time, the program has expanded each year to include additional opportunities for local businesses. In fiscal year 2017, the Department again seeks to diversify and expand its sources of supply for goods and services, construction and construction-related projects from certified District-based firms by increasing the dollar threshold of the Small Business Initiative from \$3 million up to \$15 million and expanding the program into a special pilot procurement whereby all solicitations for goods and services, construction and construction-related opportunities under the \$15 million dollar threshold will be set-aside for certified Small Business Enterprises.**

59. In its responses to Fiscal Year 2015 Performance Oversight questions, DGS identified difficulties in communicating decisions for projects not under DGS purview as an administrative challenge. What steps has DGS taken to improve its messaging related to these projects?

COO/COMMs

- **This continues to be a challenge for the agency; however, we are working with our sister agencies to discuss implementing a communication outreach plan similar to what we have with DCPS. Also, DGS staff is doing a better job of clarifying the roles with residents in their communications both verbally and in writing.**

60. Please describe any efforts DGS leadership has taken to address concerns about employee morale.

COO

- What, if any, morale issues have been identified among DGS staff during 2016?
 - i. **Change within an organization may sometimes cause anxiety among staff and therefore may create morale issues. The Director of DGS has continued to emphasize her open-door policy to address the individual concerns of employees. The agency has also continued to hold events and activities to improve employee morale, including holiday celebrations, picnics, etc. Lastly, DGS has created a senior management team specifically tasked with holding employee appreciation activities. We anticipate conducting our first employee appreciation ceremony/activity during the third quarter of FY17.**

VII. *Contracting & Procurement*

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

C&P

- How does DGS monitor this process? What are DGS's observations?
- What steps has DGS taken to ensure timely payments?
 - i. **The Office of the Chief Financial Officer is responsible for issuing payments to contractors after an approved invoice has been submitted for payment from the program management team in each Division.**
 - ii. **Goods and Services**
Technology, such as the new Easi Pay system, has been implemented to assist with invoice submission and invoice tracking for goods and services. This technology allows vendors to upload invoices for payment, and program management to review and either approve or reject an invoice. Once an invoice is accepted by the agency as accurate and complete, the clock for the agency begins and the OCFO is alerted to process an invoice.
 - iii. **Capital Construction**
In addition, the program management office in the capital construction division vets and ensures invoices are accurate and complete for capital construction projects in a similar process used for Goods and Services. Once an invoice is accepted by the agency as accurate and complete, the clock for the agency begins and the OCFO is alerted to process an invoice.

Payment information to Prime contractors is available on the contract actions web page. This not only promotes transparency, it enables subcontractors to have access to when Primes have been paid. Subcontractors can then follow-up with Prime contractors on the status of their payments.

62. 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. What percentage of DGS contracts currently in effect are available online?

C&P

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF GENERAL SERVICES



- Beginning in the second quarter of fiscal year 2016, the Department of General Services made payment information available to the public by posting spending data to its Contract Action web page. The effort was restarted in January of fiscal year 2017. Internal and external stakeholders may now access payment information at <http://dgs.dc.gov/publication/dgs-FY16-contract-actions>.
- The Contracts and Procurement Division developing a new web page that allows users to search for contracts issued in the agency over the past three years. This functionality will be included on the DGS Contract Award web page by the beginning of the third quarter of 2017. Contract award data and associated documents will be available for fiscal year 2017 at that time while DGS actively works to add contracts for fiscal year 2016 and 2015 respectively.

63. In the agency's answers to the Committee's FY 2015 oversight questions, it identified a 2-pronged approach for rating and assessing past performance of District contractors when considering them for future awards. Has this approach been implemented?

C&P

- Beginning in the second quarter of fiscal year 2016, the Department of General Services made payment information available to the public by posting spending data to its Contract Action web page. The effort was restarted in January of fiscal year 2017. Internal and external stakeholders may now access payment information at <http://dgs.dc.gov/publication/dgs-FY16-contract-actions>.
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