DEPARTMENT OF GENERAL SERVICES

FY 2025 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 15, 2026

GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2025 Performance Accountability Report (PAR) for the Department of General Services.

The PAR is the second of two agency performance documents published each year. A Performance Plan is published at the start of the fiscal year when budget decisions have been finalized. A PAR is published in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

PAR Structure: PARs are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects, and related Performance Measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can address questions about an agency's overall performance, the performance of an organizational unit, program, or service, or the implementation of a major project. Performance Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of...".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6- 12 months"

(continued)

Measure Type	Measure Description	Example
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Targets: Agencies set targets for most Performance Measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in their PAR.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 DEPARTMENT OF GENERAL SERVICES OVERVIEW

Mission: The goal of the Department of General Services is to ensure the delivery of new or modernized, well-equipped, well-maintained, safe and secure buildings and facilities for the benefit of District residents and employees.

Summary of Services: The Department of General Services (DGS) carries out a broad range of real estate management functions. In addition to managing capital improvement and construction programs for a variety of District government agencies, DGS also executes real property acquisitions by purchase or lease, disposes of property through sale, lease or other authorized method, manages space in buildings and adjacent areas, and provides building management services for facilities owned or operated by the District. Among the services provided are engineering, custodial, security, energy conservation, utility management, general maintenance, inspection, planning, capital repairs and improvement. In all of its endeavors, DGS is dedicated to the following: Achieving Efficiency in Operations; Quality in Design and Execution; Excellence in Service and Maintenance; Delivering Secure and Safe Places of Work for District Employees; and Delivering Aggressive and Attentive Management of the District's Resources.

Objectives:

1. Agency Management
2. Build
3. Maintain
4. Sustain
5. Efficient, Transparent, and Responsive Government

3 OBJECTIVES

3.1 AGENCY MANAGEMENT

Effectively manage the structure, operations, and performance of the agency.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Employee retention rate							
Outcome	Up is Better	Annual	Annual	Annual	Annual	Data is pending	New in 2025
Percent of employee performance plans entered in PeopleSoft							
Outcome	Up is Better	Annual	Annual	Annual	Annual	Data is pending	New in 2025
Percent change in the average aging rate for completed work orders							
Efficiency	Up is Better	Annual	Annual	Annual	Annual	Data is pending	New in 2025
Percent of electric and hybrid vehicles in DGS fleet							
Efficiency	Up is Better	Annual	Annual	Annual	Annual	2.25%	New in 2025

3.2 BUILD

Implement the District Capital Improvement Plan through high-quality services that support the cost-effective and timely delivery of capital projects.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of capital construction projects on budget							
Quality	Up is Better	80.19%	95.06%	95.92%	94.97%	91.54%	New in 2025
Percent of capital construction projects on schedule							
Quality	Up is Better	72.79%	96.36%	97.28%	97.34%	90.94%	New in 2025
Percent of approved invoices submitted to OCFO for payment processing within 15 calendar days of receipt							
Efficiency	Up is Better	94.58%	90.81%	89.73%	Data is pending	91.71%	**85%**

3.3 MAINTAIN

Ensure District facilities and assets are properly managed, maintained, and secured through strategic real estate management, timely maintenance, and sound procurement and asset protection practices.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent change in District footprint (Leased and Owned properties)							
Outcome	Neutral	Annual	Annual	Annual	Annual	Data is pending	New in 2025
Percent of DGS-monitored access control devices fixed within 24 hours of discovery							
Outcome	Up is Better	100%	82.14%	75%	83.87%	85.25%	New in 2025
Percent of District's Certified Business Enterprise (CBE) investment goal met by DGS							
Outcome	Up is Better	Annual	Annual	Annual	Annual	Data is pending	New in 2025
Percent of contractor security personnel in contractual compliance							
Outcome	Up is Better	82%	100%	91%	95.29%	92.07%	New in 2025
Percent of seasonal transition events completed on time							
Outcome	Up is Better	Annual	Annual	Annual	Annual	Data is pending	New in 2025
Percent of 311-generated work orders received in current fiscal year completed within Service Level Agreement (SLA)							
Efficiency	Up is Better	Data is pending	45.83%	64.29%	50%	53.37%	New in 2025
Percent of DGS-monitored security cameras fixed within 24 hours of discovery							

(continued)

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Efficiency	Up is Better	Data is pending	94.87%	84.65%	92.08%	90.53%	New in 2025
Percent of emergency work orders completed within Service Level Agreement (SLA)							
Efficiency	Up is Better	78.41%	80.27%	82.35%	70%	77.76%	**70%**
Percent of nonemergency work orders completed within Service Level Agreement (SLA)							
Efficiency	Up is Better	84%	64%	62.36%	50.68%	65.26%	**70%**
Percent of total purchase orders awarded to Small Business Enterprise (SBE) firms							
Efficiency	Up is Better	73%	68%	77.3%	Data is pending	72.77%	**51%**

Explanation of Missed Targets:

1. Percent of nonemergency work orders completed within Service Level Agreement (SLA): Needs Update

3.4 SUSTAIN

Develop and implement effective strategies to make District utilities and building footprint the most environmentally sustainable and energy efficient.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of reduction in energy consumption (kBTU) of DGS-managed buildings 10,000 SF and greater compared to 2019 baseline portfolio (1,796,181,050 kBTU)							
Outcome	Down is Better	Annual	Annual	Annual	Annual	Data is pending	New in 2025
Percent of reduction in greenhouse gas emissions (metric tons of CO_2e) from DGS-managed buildings 10,000 SF and greater compared to 2019 baseline portfolio							
Outcome	Up is Better	Annual	Annual	Annual	Annual	Data is pending	New in 2025
Waste diversion rate for DGS-managed buildings							
Outcome	Up is Better	Annual	Annual	Annual	Annual	15%	New in 2025

3.5 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent change of impressions across the agency's digital media platforms (Facebook, X, Instagram, LinkedIn and YouTube)							
Outcome	Up is Better	Annual	Annual	Annual	Annual	+1,190.6%	New in 2025

4 ACTIVITIES

4.1 DIRECTOR'S OFFICE

Provides overall leadership for the agency through executive leadership to achieve the agency's mission and goals.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Compliance Audits							
Quantity	Neutral	7	Data is pending	0	Data is pending	7	Target not required

4.2 PERFORMANCE MANAGEMENT

Provides performance management and support organizational process streamlining across the agency and manages DGS's performance plan.

No Related Measures

4.3 RISK MANAGEMENT

Responsible for establishing a risk management structure to mitigate inherent risks associated with District owned properties and assets.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of claims submitted for subrogation							
Quantity	Neutral	Annual	Annual	Annual	Annual	7	New in 2025

4.4 SUSTAINABILITY AND ENERGY MANAGEMENT - WASTE DIVERSION

Advances waste diversion in the DGS portfolio.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Total estimated tons of organic materials collected from DGS -managed buildings							
Quantity	Neutral	Annual	Annual	Annual	Annual	9.8	Target not required
Total estimated tons of recyclable materials collected from DGS managed buildings							
Quantity	Neutral	Annual	Annual	Annual	Annual	1,858.83	Target not required
Total estimated tons of refuse (trash) collected from DGS-managed buildings							
Quantity	Neutral	Annual	Annual	Annual	Annual	10,654.25	Target not required

4.5 SUSTAINABILITY AND ENERGY MANAGEMENT - WASTE COLLECTION AND HAULING

Collects, hauls, and disposes of waste generated by District facilities in DGS portfolio.

No Related Measures

4.6 SUSTAINABILITY AND ENERGY MANAGEMENT - ENERGY EFFICIENCY

Identifies and prioritizes low-cost, high impact energy improvements to the DGS portfolio.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of energy efficient lighting retrofits completed							
Quantity	Up is Better	Data is pending	Data is pending	0	Data is pending	0	New in 2025

4.7 SUSTAINABILITY AND ENERGY MANAGEMENT - DECARBONIZE DGS ENERGY SUPPLY

Responsible for reducing the greenhouse gas emission associated with DGS's utility supply.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Total Portfolio Solar PV Capacity							
Quantity	Neutral	Annual	Annual	Annual	Annual	16.02	Target not required

4.8 SUSTAINABILITY AND ENERGY MANAGEMENT - GREEN CONSTRUCTION

Responsible for advising on and advocating for Net-Zero Energy design principles that achieve low Energy Use Intensity scores.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Total Installed Solar Sites							
Quantity	Neutral	Annual	Annual	Annual	Annual	61	Target not required
Total number of net zero energy buildings in portfolio							
Quantity	Neutral	Annual	Annual	Annual	Annual	1	Target not required

4.9 SUSTAINABILITY AND ENERGY MANAGEMENT - UTILITY DATA TRACKING AND BILL PROCESSING

Responsible for QA/QC and monitoring of utility data for the DGS portfolio and processing utility bills.

No Related Measures

4.10 COMMUNICATIONS

Develops and implements branding and communications strategies that engage with members of the press, the public, social media platforms, and District communication partners.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of DGS Meetings (External Affairs)							
Quantity	Up is Better	22	Data is pending	73	55	150	Target not required
Number of DGS@DC.gov inquiries responded to							
Quantity	Neutral	24	54	32	31	141	Target not required

(continued)

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Impressions to the Agency's Facebook, Twitter, Instagram, LinkedIn, and YouTube							
Quantity	Neutral	79,084	Data is pending	130,244	199,684	409,012	Target not required
Number of Story Pitches Resulting in News Coverage							
Quantity	Neutral	4	Data is pending	8	18	30	Target not required

4.11 CONTRACT AND PROCUREMENT - VENDOR MANAGEMENT

Monitors and oversees contractor performance, including evaluations and dispute resolution.

No Related Measures

4.12 CONTRACT AND PROCUREMENT - ACQUISITION SERVICES

Coordinates all acquisition planning and execution activities.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Contracts Awarded to Small Business Enterprise (SBE) Firms							
Quantity	Neutral	28	31	44	Data is pending	103	Target not required
Number of Invitations for Bid (IFB) Awarded							
Quantity	Neutral	5	8	3	Data is pending	16	Target not required
Number of Modifications Awarded							
Quantity	Neutral	113	71	86	Data is pending	270	New in 2025
Number of Ratification Requests Approved							
Quantity	Neutral	1	0	0	Data is pending	1	Target not required
Number of Request for Proposals (RFPs) Awarded							
Quantity	Neutral	5	Data is pending	14	Data is pending	19	Target not required
Number of Small Purchases Awarded							
Quantity	Neutral	4	6	6	Data is pending	16	Target not required

4.13 LEASE MANAGEMENT - PORTFOLIO MANAGEMENT DIVISION

Provides real estate management for District-owned and leased properties and manages how real estate needs are identified and addressed, including property management and portfolio analysis.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Dollar amount of Eastern Market revenue							
Quantity	Neutral	$245,930	$309,742	$209,122	$981,570	$1,746,364	Target not required
Number of Buildings Added to DGS Portfolio							
Quantity	Neutral	Annual	Annual	Annual	Annual	2	Target not required

(continued)

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of leased properties							
Quantity	Neutral	Annual	Annual	Annual	Annual	98	New in 2025
Number of owned properties							
Quantity	Neutral	Annual	Annual	Annual	Annual	1,213	New in 2025
Total dollar amount of rent revenue from active leased out properties							
Quantity	Neutral	Annual	Annual	Annual	Annual	$8.03M	Target not required
Percent Change in District Footprint							
District-Wide Indicator	Neutral	Annual	Annual	Annual	Annual	Pending	Target not required

4.14 PROTECTIVE SERVICES - SECURITY CONTRACT MANAGEMENT

Manages the implementation of the District's security guard contract.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Dollars of Liquidated Damages, Resulting from Contract Guard Poor Performance or Corrective Action							
Outcome	Neutral	$1,750	$7,360	$5,050	$4,800	$4,800	Target not required

4.15 PROTECTIVE SERVICES - PATROL OPERATIONS

Provides assigned building security and mobile security support for District facilities and manage security guard contract implementation.

No Related Measures

4.16 PROTECTIVE SERVICES

Ensures that District Government operations, employees, and assets are well-protected, well-secured, and safe.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Service Calls Responded to by Protective Services Division							
Quantity	Neutral	170	195	208	409	982	Target not required
Number of Special Attention Inspections conducted							
Quantity	Neutral	170	195	1,690	1,043	3,098	New in 2025
Number of Vacant Building Assessments conducted							
Quantity	Up is Better	10	Data is pending	10	10	30	Target not required

4.17 FACILITIES MANAGEMENT - BUILDING MANAGEMENT

Manages relationships with District facility clients.

No Related Measures

4.18 FACILITIES MAINTENANCE - POOL MAINTENANCE

Performs maintenance of District-owned pools.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of pools opened on Memorial Day							
Quantity	Neutral	Annual	Annual	Annual	Annual	Data is pending	New in 2025

4.19 FACILITIES MAINTENANCE - SNOW AND ICE REMOVAL

Conducts snow and ice pretreatment and removal activities at District facilities.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of snow and ice pretreatment services completed							
Quantity	Neutral	Annual	Annual	Annual	Annual	Data is pending	New in 2025

4.20 FACILITIES MANAGEMENT - PEST SERVICES

Provides solutions for controlling pest activity in District facilities.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of pest abatement work orders completed							
Quantity	Up is Better	280	167	136	840	1,423	New in 2025

4.21 FACILITIES MANAGEMENT - JANITORIAL SERVICE

Provides janitorial services for select District facilities such as recreation centers.

No Related Measures

4.22 FACILITIES MANAGEMENT - BUILDING MAINTENANCE

Provides maintenance and repair services for District facilities, including general maintenance of HVAC units.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Lock and Door work orders completed							
Quantity	Up is Better	609	671	460	941	2,681	New in 2025
Number of Emergency Work Orders Completed							
Quantity	Neutral	90	Data is pending	136	90	316	Target not required
Number of HVAC switchovers completed on schedule							
Quantity	Neutral	Annual	Annual	Annual	Annual	Data is pending	New in 2025
Number of Nonemergency Work Orders Completed							
Quantity	Neutral	5,955	6,602	5,415	8,363	26,335	Target not required
Number of facility walkthroughs							
Quantity	Neutral	1,274	4,539	Data is pending	Data is pending	5,813	New in 2025
Number of overdue work orders completed from previous fiscal year							

(continued)

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Quantity	Up is Better	2,971	1,371	712	607	5,661	New in 2025
Total Number of Work Orders Completed							
Quantity	Neutral	6,046	Data is pending	5,551	8,453	20,050	Target not required

4.23 FACILITIES MAINTENANCE - GROUNDS MAINTENANCE

Provides mowing and lawn care services for District facilities.

No Related Measures

4.24 CAPITAL CONSTRUCTION SERVICES

Ensures the effective, efficient, and sustainable construction of education, public safety, municipal, and recreation facilities for the District, including management, planning, modernization, and renovation.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Capital Projects - Close-Out Phase							
Quantity	Neutral	33	57	68	62	220	Target not required
Number of Capital Projects completed East of the River (Wards 7 \\& 8)							
Quantity	Neutral	2	3	1	7	13	New in 2025
Number of Net-Zero Projects							
Quantity	Neutral	Annual	Annual	Annual	Annual	1	New in 2025
Number of active Capital Projects (not in close out phase)							
Quantity	Neutral	300	328	386	276	1,290	New in 2025
Number of Sites Connected to a Smart Building Network							
Efficiency	Neutral	Annual	Annual	Annual	Annual	61	Target not required

4.25 FIRST TEAM

Implements wholistic work order business intelligence, Partner Service Agreements, SOPs, data reporting, and best practices management.

No Related Measures

4.26 INFORMATION TECHNOLOGY

Provides technology-based services and support to DGS's operational and technical needs.

No Related Measures

4.27 FLEET MANAGEMENT

Responsible for the overall management of vehicles maintained by DGS.

No Related Measures

4.28 CBE INCLUSION

Responsible for elevating the CBE program to create and increase meaningful CBE/SBE opportunities across all areas of the agency.

No Related Measures

4.29 LEGISLATIVE AFFAIRS

Facilitates formal and informal response management with District Council stakeholders.

No Related Measures

4.30 HUMAN RESOURCES

Responsible for supporting the agency's workforce through employee recruitment, benefits, payroll, training/development, and compliance

No Related Measures

5 ADDITIONAL MEASURES

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years							
Outcome	Up is Better	Annual	Annual	Annual	Annual	32.43%	Target not required
Percent of employees that are District residents							
Outcome	Up is Better	Annual	Annual	Annual	Annual	41.83%	Target not required
Percent of new hires that are District residents (Peoplesoft)							
Outcome	Up is Better	Annual	Annual	Annual	Annual	44.83%	Target not required
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia (eRecruit)							
Outcome	Up is Better	Annual	Annual	Annual	Annual	40%	Target not required
Percent of required contractor evaluations completed on time							
Outcome	Up is Better	Annual	Annual	Annual	Annual	50%	New in 2025

6 PROJECTS

6.1 SALESFORCE ENHANCEMENT

Project Description: Salesforce enhancement to improve operational experience for internal and external customers. Improved work order management, 311 case management and AI deployment

Start Date: October 7, 2024
Date Completed: May 29, 2026
Current Project Phase: Completed

6.2 WEBSITE REFRESH

Project Description: website refresher to enhance customer experience and use

Start Date: October 7, 2024
Date Completed: April 4, 2025
Current Project Phase: Completed

6.3 DPR - FORT DUPONT ICE RINK RENOVATION

Project Description: Full design services for and construction of a new ice skating arena which will include two sheets of ice, greater community utilization, larger locker rooms, more storage space, better spectator seating and viewing areas, administrative spaces and offices for facility staff and coaches, new kitchen and commercial food space, maintenance and utilities room, and the ability to plan and offer increased programming for residents of all ages.

Start Date: July 2, 2024
Planned Completion Date: December 19, 2025
Current Project Phase: Construction < 50%

6.4 PREVENTIVE MAINTENANCE - HVAC - NON DCPS LOCATIONS

Project Description: DGS Sustainability and Energy Division will expand HVAC preventative maintenance for non-DCPS locations.

Start Date: October 1, 2023
Planned Completion Date: September 30, 2025
Current Project Phase: Execution

6.5 DPR - CENTER FOR THERAPEUTIC RECREATION

Project Description: Department of Parks and Recreation, Center for Therapeutic Recreation, ward 7

Start Date: February 1, 2022
Date Completed: December 23, 2024
Current Project Phase: Completed

6.6 DACL WARD 8 SENIOR WELLNESS CENTER

Project Description: 13,000 SF base building ground up new construction of the Ward 8 Senior Wellness center where seniors will be able to congregate for recreation and general well-being. Construction of the new space will be within the grounds of the existing Kramer Middle School Parking lot with support spaces that promote senior wellness activities such as a Gym, meeting rooms, and educational space.

Start Date: January 6, 2022
Planned Completion Date: February 5, 2026
Current Project Phase: Execution

6.7 SAINT ELIZABETH'S EAST - WARD 8

Project Description: Construction of a new hospital at Saint Elizabeth's East campus.

Start Date: September 10, 2020
Date Completed: April 10, 2025
Current Project Phase: Completed