

# Department of General Services

[www.dgs.dc.gov](http://www.dgs.dc.gov)

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Description	FY 2011 Actual	FY 2012 Approved	FY 2013 Proposed	% Change from FY 2012
Operating Budget	\$24,164,378	\$353,885,345	\$388,442,860	9.8
FTEs	65.8	713.2	678.0	-4.9

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

## Summary of Services

The Department of General Services (DGS) results from the consolidation of capital construction and real property management functions of the Office of Public Education Facilities Modernization, Department of Real Estate Services, Municipal Facilities: Non-Capital Agency, Fire and Emergency Medical Services, Metropolitan Police Department, and the facilities management responsibilities of the Department of Parks and Recreation. Consequently, DGS carries out a broad range of real estate management functions. In addition to managing capital improvement and construction program 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:

- A Focused Dedication to Achieving Efficiency in Operations;
- A Commitment to Quality in Design and Execution;
- An Emphasis on Excellence in Service and Maintenance;
- A Promise to Deliver Secure and Safe Places of Work for District Employees; and
- A Promise to Deliver Aggressive and Attentive Management of the District's Resources.

The agency's FY 2013 proposed budget is presented in the following tables:

## **FY 2013 Proposed Gross Funds Operating Budget, by Revenue Type**

Table AM0-1 contains the proposed FY 2013 agency budget compared to the FY 2012 approved budget. It also provides the FY 2010 and FY 2011 actual expenditures.

**Table AM0-1**

(dollars in thousands)

<b>Appropriated Fund</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Approved FY 2012</b>	<b>Proposed FY 2013</b>	<b>Change from FY 2012</b>	<b>Percent Change*</b>
<b>General Fund</b>						
Local Funds	19,546	7,136	205,426	244,338	38,912	18.9
Special Purpose Revenue Funds	10,139	12,463	6,506	6,579	73	1.1
<b>Total for General Fund</b>	<b>29,685</b>	<b>19,599</b>	<b>211,932</b>	<b>250,917</b>	<b>38,985</b>	<b>18.4</b>
<b>Intra-District Funds</b>						
Intra-District Funds	45,008	4,565	141,953	137,525	-4,428	-3.1
<b>Total for Intra-District Funds</b>	<b>45,008</b>	<b>4,565</b>	<b>141,953</b>	<b>137,525</b>	<b>-4,428</b>	<b>-3.1</b>
<b>Gross Funds</b>	<b>74,694</b>	<b>24,164</b>	<b>353,885</b>	<b>388,443</b>	<b>34,558</b>	<b>9.8</b>

\*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the FY 2013 **Operating Appendices** located on the Office of the Chief Financial Officer's website.

## **FY 2013 Proposed Full-Time Equivalents, by Revenue Type**

Table AM0-2 contains the proposed FY 2013 FTE level compared to the FY 2012 approved FTE level by revenue type. It also provides FY 2010 and FY 2011 actual data.

**Table AM0-2**

<b>Appropriated Fund</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Approved FY 2012</b>	<b>Proposed FY 2013</b>	<b>Change from FY 2012</b>	<b>Percent Change</b>
<b>General Fund</b>						
Local Funds	58.7	42.0	696.2	661.0	-35.2	-5.1
Special Purpose Revenue Funds	74	23.7	170	170	0.0	0.0
<b>Total for General Fund</b>	<b>66.0</b>	<b>65.8</b>	<b>713.2</b>	<b>678.0</b>	<b>-35.2</b>	<b>-4.9</b>
<b>Intra-District Funds</b>						
Intra-District Funds	199.0	0.0	0.0	0.0	0.0	N/A
<b>Total for Intra-District Funds</b>	<b>199.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>
<b>Total Proposed FTEs</b>	<b>265.0</b>	<b>65.8</b>	<b>713.2</b>	<b>678.0</b>	<b>-35.2</b>	<b>-4.9</b>

## FY 2013 Proposed Operating Budget, by Comptroller Source Group

Table AM0-3 contains the proposed FY 2013 budget at the Comptroller Source Group (object class) level compared to the FY 2012 approved budget. It also provides FY 2010 and FY 2011 actual expenditures.

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

Comptroller Source Group	Actual FY 2010	Actual FY 2011	Approved FY 2012	Proposed FY 2013	Change from FY 2012	Percent Change*
11 - Regular Pay - Continuing Full Time	11,462	2,271	37,330	35,719	-1,611	-4.3
12 - Regular Pay - Other	4,617	2,473	7,190	6,668	-522	-7.3
13 - Additional Gross Pay	1,135	149	625	625	0	0.0
14 - Fringe Benefits - Current Personnel	3,448	929	9,443	9,785	343	3.6
15 - Overtime Pay	1,449	94	1,982	1,961	-21	-1.1
<b>Subtotal Personal Services (PS)</b>	<b>22,111</b>	<b>5,916</b>	<b>56,571</b>	<b>54,758</b>	<b>-1,812</b>	<b>-3.2</b>
20 - Supplies and Materials	195	146	1,249	5,125	3,877	310.5
30 - Energy, Comm. and Building Rentals	6,494	180	90,166	100,444	10,278	11.4
31 - Telephone, Telegraph, Telegram, Etc.	346	22	1	1	0	0.0
32 - Rentals - Land and Structures	0	0	125,376	130,327	4,951	3.9
33 - Janitorial Services	518	0	0	174	174	N/A
34 - Security Services	778	82	416	0	-416	-100.0
35 - Occupancy Fixed Costs	2,069	0	0	0	0	N/A
40 - Other Services and Charges	6,527	3,352	6,031	6,919	888	14.7
41 - Contractual Services - Other	35,339	14,454	73,456	89,931	16,474	22.4
70 - Equipment and Equipment Rental	316	11	619	763	144	23.2
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>52,583</b>	<b>18,249</b>	<b>297,314</b>	<b>333,684</b>	<b>36,370</b>	<b>12.2</b>
<b>Gross Funds</b>	<b>74,694</b>	<b>24,164</b>	<b>353,885</b>	<b>388,443</b>	<b>34,558</b>	<b>9.8</b>

\*Percent change is based on whole dollars.

## Division Description

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

**Construction Services** – implements and manages the public building needs through the Capital Improvements Plan (the Plan) for most District government agencies. The Plan outlines agencies' capital needs, including the rehabilitation of existing properties and construction of new facilities. This division ensures the timely and cost-effective delivery of superior quality engineering and design, construction, as well as a variety of other technical services on all relevant capital development projects in the Plan.

This division contains the following 2 activities:

- **DGS Construction Services** – houses the operating budget costs of the division including non-capital eligible positions and administrative costs; and
- **Public Education Construction Services** – houses the operating budget cost of the Public Education activity including non-capital eligible positions and administrative costs.

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

This division contains the following 2 activities:

- **Contracting and Procurement Services** – holds the operating budget costs of the division including non-capital eligible positions and administrative costs; and
- **Public Education Contracting and Procurement Services** – holds the budget for the employees and administrative costs related to Public Education contracting and procurement.

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

The division contains the following 8 activities:

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

- **Facilities-FEMS** – includes facility maintenance and repair costs for Fire and Emergency Medical Services (FEMS) Department buildings.

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

This division contains the following 4 activities:

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

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

This division contains the following 6 activities:

- **Auto Fuel** – includes forecasted automobile and heating fuel expenditures. The District purchases four types of fuel - Oil, Unleaded, E85 Ethanol, and Diesel Oil - that are used to heat facilities, to fuel generators, and to fuel vehicles;
- **Heating Fuel** - includes forecasted heating fuel expenditures;
- **Natural Gas** – includes forecasted natural gas expenditures;
- **Electricity** – includes forecasted electricity expenditures;
- **Steam** – includes forecasted steam expenditures; and
- **Water** – includes forecasted water and sewer expenditures.

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

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

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

## **Division Structure Change**

The Department of General Services has no division structure changes in the FY 2013 proposed budget.

## FY 2013 Proposed Operating Budget and FTEs, by Division and Activity

Table AM0-4 contains the proposed FY 2013 budget by division and activity compared to the FY 2012 approved budget. It also provides the FY 2011 actual data.

**Table AM0-4**

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2011	Approved FY 2012	Proposed FY 2013	Change from FY 2012	Actual FY 2011	Approved FY 2012	Proposed FY 2013	Change from FY 2012
<b>(1000) Agency Management</b>								
(1010) Personnel	281	393	453	60	4.5	4.0	5.0	1.0
(1015) Training and Employee Development	0	3	13	10	0.0	0.0	0.0	0.0
(1030) Property Management	464	451	450	-1	0.0	0.0	0.0	0.0
(1040) Information Technology	856	409	615	206	2.7	2.0	2.0	0.0
(1051) Financial Services - Public Education	0	1,051	931	-121	0.0	7.0	7.0	0.0
(1055) Risk Management	93	103	108	5	0.9	1.0	1.0	0.0
(1070) Fleet Management	283	325	371	46	0.9	0.0	0.0	0.0
(1080) Communications	77	80	134	54	0.9	1.0	1.0	0.0
(1085) Customer Service	50	48	50	2	0.9	1.0	1.0	0.0
(1090) Performance Management	1,295	1,369	936	-433	10.8	11.0	8.0	-3.0
(1095) Energy Management	2,109	601	648	47	4.5	6.0	5.0	-1.0
(1110) Personnel - Public Education	0	452	265	-187	0.0	4.0	3.0	-1.0
(1140) Information Technology - Public Education	0	197	201	4	0.0	2.0	2.0	0.0
(1180) Communication - Public Education	0	266	142	-124	0.0	2.0	1.0	-1.0
(1190) Performance Management - Public Education	0	699	1,499	800	0.0	0.0	5.0	5.0
(1195) Environmental - Public Education	0	1,206	535	-671	0.0	9.0	4.0	-5.0
No Activity Assigned	2,384	0	0	0	0.0	0.0	0.0	0.0
<b>Subtotal (1000) Agency Management Program</b>	<b>7,893</b>	<b>7,654</b>	<b>7,350</b>	<b>-303</b>	<b>26.2</b>	<b>50.0</b>	<b>45.0</b>	<b>-5.0</b>
<b>(2000) Asset Management</b>								
(2001) Lease Management	9,285	8,754	8,374	-380	10.9	12.0	10.0	-2.0
(2003) Capital Construction	4	0	0	0	0.0	0.0	0.0	0.0
(2004) Swing Space Funding	1,580	1,312	1,338	26	0.0	0.0	0.0	0.0
(2006) Eastern Market	638	850	923	73	0.9	1.0	1.0	0.0
(2101) Realty- Public Education	0	430	442	12	0.0	5.0	5.0	0.0
<b>Subtotal (2000) Asset Management</b>	<b>11,507</b>	<b>11,346</b>	<b>11,078</b>	<b>-268</b>	<b>11.8</b>	<b>18.0</b>	<b>16.0</b>	<b>-2.0</b>
<b>(3000) Facility Operations</b>								
(3001) Postal Services	739	655	671	16	5.4	6.0	6.0	0.0
(3002) Facilities	248	18,981	40,906	21,925	0.0	115.0	116.0	1.0
(3004) Parking	528	499	511	12	0.9	1.0	1.0	0.0
(3005) RFK/DC Armory (Non-Military) Maintenance	2,392	4,356	4,356	0	14.6	16.0	16.0	0.0
(3006) Facilities - D.C. General Hospital	6	0	0	0	0.0	0.0	0.0	0.0
(3008) Janitorial Services	0	9,504	0	-9,504	0.0	6.0	0.0	-6.0
(3009) Facilities- Public Education	0	40,469	43,276	2,806	0.0	219.8	225.2	5.5
(3010) Facilities- Parks and Recreation	0	9,821	9,794	-27	0.0	104.5	94.8	-9.8
(3012) Facilities- MPD	0	1,239	1,267	27	0.0	5.0	5.0	0.0
(3013) Facilities- FEMS	0	500	470	-30	0.0	0.0	0.0	0.0
<b>Subtotal (3000) Facility Operations</b>	<b>3,912</b>	<b>86,025</b>	<b>101,251</b>	<b>15,226</b>	<b>20.9</b>	<b>473.2</b>	<b>464.0</b>	<b>-9.2</b>

(Continued on next page)

**Table AM0-4 (Continued)**

(dollars in thousands)

Division/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2011	Approved FY 2012	Proposed FY 2013	Change from FY 2012	Actual FY 2011	Approved FY 2012	Proposed FY 2013	Change from FY 2012
<b>(4000) Protective Services</b>								
(4001) Protective Services	0	28,034	33,039	5,005	0.0	121.0	111.0	-10.0
(4040) Protective Services	-87	0	0	0	0.0	0.0	0.0	0.0
<b>Subtotal (4000) Protective Services</b>	<b>-87</b>	<b>28,034</b>	<b>33,039</b>	<b>5,005</b>	<b>0.0</b>	<b>121.0</b>	<b>111.0</b>	<b>-10.0</b>
<b>(5000) Construction Services</b>								
(5001) Construction Services	392	1,942	2,185	242	2.7	14.0	16.0	2.0
(5101) Construction Division- Public Education	0	224	229	5	0.0	2.0	2.0	0.0
<b>Subtotal (5000) Construction Services</b>	<b>392</b>	<b>2,166</b>	<b>2,414</b>	<b>248</b>	<b>2.7</b>	<b>16.0</b>	<b>18.0</b>	<b>2.0</b>
<b>(6000) Contracting and Procurement Services</b>								
(6001) Contracting and Procurement Services	546	1,356	1,525	169	4.1	12.0	11.0	-1.0
(6101) Contracting and Procurement Public Education	0	1,896	1,193	-702	0.0	23.0	13.0	-10.0
<b>Subtotal (6000) Contracting and Procurement Services</b>	<b>546</b>	<b>3,252</b>	<b>2,718</b>	<b>-534</b>	<b>4.1</b>	<b>35.0</b>	<b>24.0</b>	<b>-11.0</b>
<b>(7000) Energy- Centrally Managed</b>								
(7001) Auto Fuel	0	12,990	18,544	5,554	0.0	0.0	0.0	0.0
(7002) Heating Fuel	0	1,478	870	-608	0.0	0.0	0.0	0.0
(7003) Natural Gas	0	14,972	15,493	520	0.0	0.0	0.0	0.0
(7004) Electricity	0	51,920	48,094	-3,826	0.0	0.0	0.0	0.0
(7005) Steam	0	1,669	1,720	50	0.0	0.0	0.0	0.0
(7006) Water	0	7,004	15,546	8,542	0.0	0.0	0.0	0.0
<b>Subtotal (7000) Energy- Centrally Managed</b>	<b>0</b>	<b>90,033</b>	<b>100,266</b>	<b>10,233</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>(8000) Rent: In-Lease</b>								
(8001) Rent: In-Lease	0	125,376	130,327	4,951	0.0	0.0	0.0	0.0
<b>Subtotal (8000) Rent: In-Lease</b>	<b>0</b>	<b>125,376</b>	<b>130,327</b>	<b>4,951</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Proposed Operating Budget</b>	<b>24,164</b>	<b>353,885</b>	<b>388,443</b>	<b>34,558</b>	<b>65.8</b>	<b>713.2</b>	<b>678.0</b>	<b>-35.2</b>

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

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see Schedule 30-PBB Program Summary by Activity in the FY 2013 Operating Appendices located on the Office of the Chief Financial Officer's website.

## FY 2013 Proposed Budget Changes

The Department of General Services' (DGS) proposed FY 2013 gross budget is \$388,442,860, which represents a 9.8 percent increase over its FY 2012 approved gross budget of \$353,885,345. The budget is comprised of \$244,338,238 in Local funds, \$6,579,157 in Special Purpose Revenue funds, and \$137,525,466 in Intra-District funds.

### Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2012 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The initial adjustments in the budget proposal represent changes that should be compared to the FY 2013 CSFL budget and not necessarily changes made to the FY 2012 Local funds budget. The FY 2013 CSFL adjustments to the FY 2012 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

DGS's FY 2013 CSFL budget is \$241,362,348, which represents a \$35,936,310, or 17.5 percent, increase over the FY 2012 approved Local funds budget of \$205,426,038.

### Major CSFL Cost Drivers

DGS's CSFL funding for fixed costs reflects an increase of \$33,513,230 to account for the District's FY 2013 projected growth in fixed costs over FY 2012. The growth in fixed costs was primarily driven by the rise in auto fuel prices and the District of Columbia's Water Sewer and Authority's impervious surface charge for water. Impervious surfaces are mainly artificial structures—such as pavements (roads, sidewalks, driveways and parking lots) that are covered by impenetrable materials such as asphalt, concrete, brick, and stone—and rooftops. These pavement materials seal the soil surface, eliminating rainwater infiltration and natural groundwater recharge.

The FY 2013 CSFL calculated for DGS included another adjustment entry that is not described in detail on table 5. This adjustment was made for an increase of \$443,300 to account for the operating budget impact of capital projects that have been completed. During the development of the CSFL, some adjustments such as this were categorized as "other adjustments."

### Initial Adjusted Budget

**Cost Increase:** To sustain current obligations and meet mission objectives, the agency's budget proposal for Special Purpose Revenue funds reflects increases of \$14,161 in personal services to cover salary, step increases and Fringe Benefits in the RFK/DC Armory program, \$68,073 to adjust for current spending for Overtime Pay at Eastern Market, \$191,123 to cover fixed costs across several programs, and \$300 for Equipment at RFK/DC Armory. In Intra-District funds, the budget proposal includes increases of \$123,819 to properly align nonpersonal services with current spending plans and \$2,827,560 to cover the Energy Commodity.

**Cost Decrease:** Adjustments in the budget proposal for Special Purpose Revenue funds include reductions of \$71,235 in nonpersonal services to offset an increase to Fringe Benefits and overtime, and \$132,827 in Other Services and Charges to align the budget with current spending plans for the Eastern Market. In Intra-District funds, the budget proposal includes reductions of \$7,086,681 in the Rent In-Lease program and \$292,539 in the Protective Services division for Contractual Services.

**Transfers In:** Various adjustments in the Local budget proposal reflect transfers of funding from other District agencies to DGS. These adjustments include \$6,832,892 from the District Department of Transportation (DDOT) and \$1,300,500 from the Metropolitan Police Department (MPD). DGS' Local funds budget includes increases of \$208,783 for Rent and \$1,289,804 for Security fixed costs due to a transfer of funding from the Office of Unified Communications (OUC).

**Correct:** DGS' FY 2013 Local funds budget proposal eliminates 7.2 unfunded positions to mainly reflect the transfer of former Department of Parks and Recreation facility maintenance positions.

### **Additionally Adjusted Budget**

**Technical Adjustment:** Adjustments of Fringe Benefits to restore the District Government contribution for employee health insurance from 72 percent, implemented in the FY 2011 budget, to 75 percent in FY 2013, resulting in increases of \$216,045 in Local funds and \$3,704 in Special Purpose Revenue funds.

### **Policy Initiatives**

**Eliminate:** A cost savings of \$2,288,736 and 26.0 FTEs in Local funds with the removal of vacant positions across several programs.

**Cost Increase:** A new security contract in the Protective Services division results in an increase of \$3,736,874.

**Cost Decrease:** The agency implemented several cost-saving measures to reduce electricity spending by \$6,800,000 in the Energy-Centrally Managed division. Additionally, the agency retrofitted several District buildings to attain energy savings of \$1,059,000 in the Energy-Centrally Managed division. DGS' Local funds budget proposal eliminates 2.0 FTEs, resulting in cost savings of \$211,272. The agency also adjusted the Local funds budget in the Asset Management program for a reduction of \$250,000 due to projected cost savings in lease management.

## FY 2012 Approved Budget to FY 2013 Proposed Budget, by Revenue Type

Table AM0-5 itemizes the changes by revenue type between the FY 2012 approved budget and the FY 2013 proposed budget.

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

	PROGRAM	BUDGET	FTE
<b>LOCAL FUNDS: FY 2012 Approved Budget and FTE</b>		<b>205,426</b>	<b>696.2</b>
Fringe Benefit Rate Adjustment	Multiple Programs	647	0.0
Other Adjustments	Multiple Programs	443	0.0
Fixed Cost Inflation Factor	Multiple Programs	33,513	0.0
Consumer Price Index	Multiple Programs	1,116	0.0
Personal Services Growth Factor	Multiple Programs	217	0.0
<b>FY 2013 Current Services Funding Level Budget (CSFL)</b>		<b>241,362</b>	<b>696.2</b>
Transfer In: From DDOT	Energy-Centrally Managed	6,833	0.0
Transfer In: From MPD	Rent: In-Lease	1,300	0.0
Transfer In: From OUC	Rent: In-Lease	209	0.0
Transfer In: From OUC for Security	Protective Services	1,290	0.0
Correct: Unfunded positions	Agency Management Program	0	-7.2
<b>FY 2013 Initial Adjusted Budget</b>		<b>250,994</b>	<b>689.0</b>
Technical Adjustment: Health insurance contribution	Multiple Programs	216	0.0
<b>FY 2013 Additionally Adjusted Budget</b>		<b>251,210</b>	<b>689.0</b>
<b>FY 2013 Policy Initiatives</b>			
Eliminate: Vacant positions	Multiple Programs	-2,289	-26.0
Cost Increase: New security contract	Protective Services	3,737	0.0
Cost Decrease: Contract savings	Energy-Centrally Managed	-6,800	0.0
Cost Decrease: Retrofit District buildings to improve energy savings	Energy-Centrally Managed	-1,059	0.0
Cost Decrease: Eliminate positions.	Multiple Programs	-211	-2.0
Cost Decrease: Other Services and Charges	Asset Management	-250	0.0
<b>LOCAL FUNDS: FY 2013 Proposed Budget and FTE</b>		<b>244,338</b>	<b>661.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2012 Approved Budget and FTE</b>		<b>6,506</b>	<b>17.0</b>
Cost Increase: For Regular Pay and Fringe Benefits	Multiple Programs	14	0.0
Cost Increase: Adjustment based on current spending for Overtime Pay	Asset Management	68	0.0
Cost Increase: For fixed cost	Multiple Programs	191	0.0
Cost Increase: Equipment (less than \$500)	Facility Operations	0	0.0
Cost Decrease: Adjustment to nonpersonal services to offset increase to Fringe Benefits	Multiple Programs	-71	0.0
Cost Decrease: Other Services and Charges	Asset Management	-133	0.0
<b>FY 2013 Initial Adjusted Budget</b>		<b>6,576</b>	<b>17.0</b>
Technical Adjustment: Health insurance contribution	Multiple Programs	4	0.0
<b>FY 2013 Additionally Adjusted Budget</b>		<b>6,579</b>	<b>17.0</b>
<b>SPECIAL PURPOSE REVENUE FUNDS: FY 2013 Proposed Budget and FTE</b>		<b>6,579</b>	<b>17.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2012 Approved Budget and FTE</b>		<b>141,953</b>	<b>0.0</b>
Cost Increase: Adjustment to match spending plan	Facility Operations	124	0.0
Cost Increase: Adjustment to Energy-related fixed costs	Energy- Centrally Managed	2,828	0.0
Cost Decrease: Adjustment in Rentals to match spending plan	Rent: In-Lease	-7,087	0.0
Cost Decrease: Adjustment in Contractual Services to match spending plan	Protective Services	-293	0.0
<b>FY 2013 Initial Adjusted Budget</b>		<b>137,525</b>	<b>0.0</b>
<b>INTRA-DISTRICT FUNDS: FY 2013 Proposed Budget and FTE</b>		<b>137,525</b>	<b>0.0</b>
<b>Gross for AM0 - Department of General Services</b>		<b>388,443</b>	<b>678.0</b>

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

## Agency Performance Plan

The agency has the following objectives and performance indicators for their Divisions:

### 1. Office of the Director

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

**Objective 2:** Fully integrate predecessor agency functions and processes to achieve maximum efficiency without service interruptions.

**Objective 3:** Ensure that program budget and finance operations are efficient and transparent.

**Objective 4:** Improve the efficiency and utilization of the fleet program.

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### Proposed Key Performance - Office of the Director

<b>Measure</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Target</b>	<b>FY 2012 YTD</b>	<b>FY 2013 Projection</b>	<b>FY 2014 Projection</b>
Number of employees completed performance goals and objectives on schedule	249	Not Available	Not Available	TBD	TBD
Number of employees completed mid-year review	212	Not Available	Not Available	TBD	TBD
Number of employees whose managers completed evaluation reviews (year-end)	204	Not Available	Not Available	TBD	TBD

## 2. Capital Construction Services Division

**Objective 1:** Consolidate procedures, sustainable development initiatives, Capital Improvement Plans (CIP's), and capital construction activities of all consolidated agencies.

**Objective 2:** Major Construction – Government – Support the efficient provision of government services through high quality and efficient stewardship of constructed assets.

**Objective 3:** Major Construction – Public Safety – Support the provision of efficient public safety programs through effective project management and planning.

**Objective 4:** Major Construction – Education - Modernize existing education facilities as well as construct new schools.

**Objective 5:** Major Construction – Department of Parks and Recreation - Modernize existing as well as construct new recreation centers, parks, fields, playgrounds and pool facilities.

**Objective 6:** Small Capital Projects – Support the efficient provision of government services through high quality and efficient stewardship of constructed assets.

### Proposed Key Performance - Construction Division

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection
Percent of design and construction projects without exceeding 10 percent of the original schedule - Government Construction	71%	90%	84%	100%	90%	100%
Percent of construction projects completed without exceeding 10 percent of original budget - Government Construction	94%	90%	84%	100%	90%	100%
Percent of construction projects where DGS-directed change order values do not exceed 5 percent of the original awarded construction contracts - Government Construction	83%	80%	84%	87.5%	90%	100%
Percent of new DGS capital projects that were assigned to a project manager and had a schedule developed within 7 days of funding - Government Construction	100%	99%	99%	85%	100%	100%
Number of school modernization projects underway on time within the project deadlines	19	17	22	22	22	25
Number of school modernization projects underway within the budget	19	15	22	19 <sup>1</sup>	22	25
Number of ongoing School Improvement Teams (S.I.T)	17	15	21	21	22	25
Number of square feet modernized school facilities	1,200,000	1,077,950	1,235,621	4,220,839 <sup>2</sup>	969,403	2,309,108
Percentage of DGS capital projects completed on schedule – Parks and Recreation	71.19%	Not Available	Not Available	95%	100%	100%

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## Proposed Key Performance - Construction Division (Continued)

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection
Percentage of DGS capital projects completed late – Parks and Recreation	28.81%	Not Available	Not Available	5%	0%	0%
Percentage of DGS capital projects completed within budget limit – Parks and Recreation	100%	Not Available	Not Available	100%	100%	100%
Contract dollars spent with Certified Business Enterprises (CBE) - School Construction <sup>3</sup>	53%	49%	50%	51%	50%	50%

### 3. Facility Management Division

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

## Proposed Key Performance - Facility Management Division

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection
Number of maintenance requests completed within 3 days	706	Not Available	2500	50	TBD	TBD
Number of maintenance requests completed within 4-15 days	350	Not Available	500	241	TBD	TBD
Number of maintenance requests completed within 16-30 days	108	Not Available	100	452	TBD	TBD
Number of maintenance requests outstanding for more than 30 days	123	Not Available	50	151	TBD	TBD
Number of maintenance requests outstanding for more than 60 days	109	Not Available	25	271	TBD	TBD
Number of maintenance requests outstanding for more than 90 days	486	Not Available	20	383	TBD	TBD
Percentage of athletic fields rated "Average" or better rating by STMA PCI	Not Available	50%	55%	Not Available	TBD	TBD
Percentage of outdoor pools opened on time for the season	100%	100%	100%	Not Available	TBD	TBD
Percentage of children pools closed before the end of season	0%	0%	100%	Not Available	TBD	TBD
Percentage of spray parks closed before the end of season	100%	100%	100%	Not Available	TBD	TBD
Percentage of children pool closed before the end of season	Not Available	0%	0%	Not Available	TBD	TBD

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## Proposed Key Performance - Facility Management Division (Continued)

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection
Percentage of children pool closed before the end of season	Not Available	0%	0%	Not Available	TBD	TBD
Percentage of parks closed before the end of season	Not Available	0%	0%	Not Available	TBD	TBD
Number of premier fields	Not Available	29	15	Not Available	TBD	TBD
Percentage of emergency repair requests responded to within 2 hours	63%	81%	90%	92%	TBD	TBD
Percentage of non-emergency <sup>4</sup> repair requests responded to within 48 hours	86%	93%	95%	91%	TBD	TBD
Percentage of completed work orders in FAST that are preventive maintenance <sup>5</sup>	94%	17%	75%	12.5%	TBD	TBD
Total completed preventive maintenance work orders in FAST <sup>6</sup>	Not Available	Not Available	Not Available	708	TBD	TBD
Number of open work orders-across the agency School Facilities	5,069	4,764	5,000	7,236	TBD	TBD
Number of work orders cleared - School Facilities	21,381	27,067	15,000	3,456	TBD	TBD

### 4. Portfolio Management Division

**Objective 1:** Generate additional revenue by leasing space in school buildings and on school grounds through various types of agreements including use, lease and license agreements.

**Objective 2:** Ensure accurate, timely and transparent financial transactions.

**Objective 3:** Maximize the efficient and effective use of District-owned property by agencies and reduce dependence on leased space.

## Proposed Key Performance - Portfolio Division

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection
Reduction of leased space by 700,000 SF over 3 years	3,770,918 SF	3,191,439 SF	3,077,949 SF	3,171,534 SF	3,016,390 SF	2,956,062 SF
Percent of leased space that is currently occupied <sup>7</sup>	99.6%	100%	100%	100%	100%	100%
Percent of under-utilized space sublet to third parties	Not Available	Not Available	Not Available	Not Available	TBD	TBD
Gross revenue - School Facilities	\$3.75 Million	\$3.36 Million	\$ 3.1 Million	Not Available	TBD	TBD

## 5. Sustainability and Energy Management Division

Objective 1: Reduce energy costs and resource consumption.

Objective 2: Increase the diversion percentage of recyclables and compostable waste from landfills.

### Proposed Key Performance - Sustainability and Energy Management Division

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection
Total reduction in electricity consumption at designated buildings <sup>8</sup> , adjusted for weather (heating and cooling days) kwh	394,759,250	Not Available	3% from baseline 392,453,083 kwh	80,360,683 kwh	5% from baseline 388,407,175 kwh	5% from baseline 384,361,267 kwh
Total recycling diversion rate at the Big 4: Wilson, Reeves, One Judiciary Square, Daly (i.e. percent of overall waste that is recycled)	51%	50%	52%	52%	52%	53%

## 6. Protective Services Police Department

Objective 1: Provide a safe and secure work environment by providing effective and efficient physical security and law enforcement services through a highly-trained and professional law enforcement agency.

### Proposed Key Performance - Protective Services Police Department

Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection
Reduction of Contract guard hours utilized <sup>9</sup>	8	9% from previous year	0% from previous year	2% from previous year	TBD	TBD
Mean time to respond to service calls <sup>10</sup>	4	4.73 minutes	15 minutes	4.52 minutes	7.5 minutes	7.5 minutes
Percent of calls for service responded to within 20 minutes during all hours	96%	96%	100%	96%	90%	90%
Percent of building checks performed monthly of a subset of 144 DGS-owned and leased buildings. <sup>11 12</sup>	99%	87%	90%	84%	90%	TBD
Number of building assessments conducted to analyze technology upgrades and security needs.	47	32	40	7	40	40

## 7. Contracting & Procurement Division

**Objective 1:** Streamline procurement processes and procedures.

**Objective 2:** Provide quality training that result in increased procurement knowledge, more efficient procurement processing, and shorter procurement timelines.

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

**Objective 4:** Support CBE programs through performance enhancement programs and increased compliance monitoring on existing and upcoming contracts.

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

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### Proposed Key Performance - Contracting and Procurement Division

Measure	FY 2010 Actual	FY 2011 Actual <sup>13</sup>	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection
Average time for processing a simplified acquisition <sup>14</sup>	7	4.3 business days	6 business days	Not Available	6 business days	6 business days
Percentage DGS procurement reviewed for legal sufficiency by OAG in 5 business days <sup>15</sup>	33%	84%	93%	Not Available	95%	95%
Average time for awarding an Invitation for Bids (IFB) under \$1M <sup>16</sup>	46%	53 calendar days	90 calendar days	Not Applicable	Not Applicable	Not Applicable

**Performance Plan Endnotes:**

1. Upon approval of the FY 2012 reprogramming /amended Capital Improvement Plan (CIP) all 19 active modernization and Phase 1 projects will be within budget.
2. Cumulative data from 2007 to present. Actual YTD measure is determined at the end of the fiscal year based on completed projects.
3. Cumulative data from 2007 to present.
4. Emergency repairs are issues which impact agency operations or the life, safety and health of building occupants.
5. This measure does not include external requests for service.
6. This number will increase as preventive maintenance schedules are further developed and funded.
7. The industry standard based on CoStar for optimizing occupancy rates is to maintain 5 percent of the space as unoccupied. This reserve space provides flexibility to accommodate additional temporary or long-term building occupants or any other changes in space configurations. A 100 percent occupancy rate for leased and District-owned office space therefore refers in actuality to full occupancy of 95 percent of the total space remaining after accounting for the 5 percent set-aside.
8. Designated buildings are the Big 4: Daly, Reeves, One Judiciary Square, Wilson Building.
9. Percentage reductions are calculated using present year comparisons to utilization rates in previous years.
10. Industry standard is 20 minutes and is based on IACP-International Association of Chiefs of Police.
11. During the course of inspections conducted by PSPD's Penetration Interdiction and Tracking team (PIT), all electronic screening devices are validated.
12. In July 2011, PSPD was instructed to calculate this measure in a different way which drastically reduced PSPD's ability to meet this measure's expected goal.
13. Based on FY 2011 DRES year-end actuals.
14. Tracked from when final scope of work is received by contracting officer to PASS purchase order issue date.
15. Tracked from when the Office of Attorney General (OAG) assigns a lawyer to review the documents to when DGS receives a letter with their comments.
16. In FY 2012, DGS will no longer be utilizing the IFB method to procure goods and services. Instead, the agency will utilize the competitive sealed bid or Request for Proposal (RFP) process.

