

Department of General Services FY2023

Agency Department of General Services

Agency Code AMO

Fiscal Year 2023

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.

Strategic Objectives

Objective Number	Strategic Objective
1	Office of the Director - Provides overall leadership for the department, including policy development, planning, performance measures, accountability, service integration and customer service. The director's office also administers day-to-day operations of the department, including operating and capital budget preparation and administration, training, contract management logistics, facilities support and human resources.
2	Contracting and Procurement Division - Provides service and support to DGS 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.
3	Portfolio Management Division - Manages and secures contracted Lease space for the District, and identifies and develops plans for short, medium and long-term real estate needs.
4	Capital Construction Division/Project Delivery - Ensures the effective and efficient management, planning, modernization, construction and renovation of public safety, municipal and recreation facilities for the District.
5	Facilities Management Division - Provides a clean, safe and operational work, living, learning and play environments for District agencies, emergency responders, residents and visitors through effective and efficient facilities management and maintenance.
6	Protective Services Division - Coordinates, manages and provides security service for District Government facilities through the use of Special Police Officers and Security Officers, Civilian Employees and Contractors.
7	Sustainability and Energy Division - Makes existing and new DGS buildings the most environmentally sustainable, comfortable, and resource efficient of any city in the US. DGS-SE will use sustainability to positively impact the District's occupants, students, visitors, and reduce the environmental burden of District owned buildings.
8	Create and maintain a highly efficient, transparent, and responsive District government.

Key Performance Indicators (KPIs)

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY 2023 Target
1 - Office of the Director - Provides overall leadership for the department, including policy development, planning, performance measures, accountability, service integration and customer service. The director's office also administers day-to-day operations of the department, including operating and capital budget preparation and administration, training, contract management logistics, facilities support and human resources. (3 Measures)					
Percent of Positions Vacant at End of Fiscal Year	Down is Better	8.2%	11.5%	5%	5%
Average Age of DGS Fleet Vehicles - Owned and Leased	Down is Better	10.7	11.1	7	7
Percent Increase Across All Digital and Social Platforms Followers	Up is Better	4.8%	2.5%	5%	5%
2 - Contracting and Procurement Division - Provides service and support to DGS 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. (5 Measures)					
Percent of Total Purchase Orders Awarded to Small Business Enterprise (SBE) firms	Up is Better	62.6%	83.4%	51%	51%
Percent of Invitations for Bid (IFB) Completed Within PALT	Up is Better	83.3%	71.5%	60%	60%
Percent of Requests for Proposal (RFP) Completed Within PALT	Up is Better	76.7%	78.6%	60%	60%
Percent of Contract Modifications Completed in Appropriate PALT	Up is Better	91%	88.1%	85%	85%
Percent of Requests for Small Purchases Completed Within PALT	Up is Better	73.3%	87.9%	85%	85%
3 - Portfolio Management Division - Manages and secures contracted Lease space for the District, and identifies and develops plans for short, medium and long-term real estate needs. (4 Measures)					
Eastern Market Revenue	Up is Better	\$555,688.3	\$549,092.5	\$798,177	\$798,177
Percent of Owned Office Space Occupied	Up is Better	91%	80.4%	85%	85%
Percent Office Space Leased	Down is Better	43.8%	45.8%	50%	50%
Percent Below Market Rent Paid	Up is Better	88.2%	21.8%	15%	15%

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY 2023 Target
4 - Capital Construction Division/Project Delivery - Ensures the effective and efficient management, planning, modernization, construction and renovation of public safety, municipal and recreation facilities for the District. (16 Measures)					
Percent of Approved Invoices Submitted to OCFO for Payment Processing Within 15 Calendar Days of Receipt	Up is Better	New in 2021	83.2%	85%	85%
Education Projects: Project Cost Increase Percentage due to Error and Omission Change Orders	Down is Better	New in 2021	13.9%	25%	25%
Education Projects: Project Cost Increase Percentage due to Unforeseen Site Condition Change Orders	Down is Better	New in 2021	0.6%	25%	25%
Municipal Projects: Project Cost Increase Percentage due to Error and Omission Change Orders	Down is Better	New in 2021	4.1%	25%	25%
Municipal Projects: Project Cost Increase Percentage due to Unforeseen Site Condition Change Orders	Down is Better	New in 2021	1.2%	25%	25%
Recreation Projects: Project Cost Increase Percentage due to Error and Omission Change Orders	Down is Better	New in 2021	No Applicable Incidents	25%	25%
Recreation Projects: Project Cost Increase Percentage due to Unforeseen Site Condition Change Orders	Down is Better	New in 2021	8.2%	25%	25%
Education Projects: Project Cost Increase Percentage Due To DGS Requested Change Orders	Down is Better	New in 2021	2.3%	25%	25%
Municipal Projects: Project Cost Increase Percentage Due To DGS Requested Change Orders	Down is Better	New in 2021	3.1%	25%	25%
Recreation Projects: Project Cost Increase Percentage Due To DGS Requested Change Orders	Down is Better	New in 2021	8.7%	25%	25%
Percent of Municipal Projects on Budget	Up is Better	96.6%	77.7%	75%	75%
Percent of Municipal Projects on Schedule	Up is Better	98%	84.2%	75%	75%
Percent of Education Projects on Budget	Up is Better	97.2%	66.2%	75%	75%
Percent of Education Projects on Schedule	Up is Better	96.1%	85.2%	75%	75%
Percent of Recreation Projects on Budget	Up is Better	92.7%	65%	75%	75%
Percent of Recreation Projects on Schedule	Up is Better	93%	84.5%	75%	75%
5 - Facilities Management Division - Provides a clean, safe and operational work, living, learning and play environments for District agencies, emergency responders, residents and visitors through effective and efficient facilities management and maintenance. (4 Measures)					
Median Completion Time - Nonemergency Work Orders	Down is Better	70.7	15.5	45	45
Percent of Nonemergency Work Orders Completed Within Service Level Agreement (SLA)	Up is Better	66.2%	63.1%	70%	70%
Median Completion Time - Emergency Work Orders	Down is Better	1	1	2	2
Percent of Emergency Work Orders Completed Within Service Level Agreement (SLA)	Up is Better	69.4%	76.5%	70%	70%
6 - Protective Services Division - Coordinates, manages and provides security service for District Government facilities through the use of Special Police Officers and Security Officers, Civilian Employees and Contractors. (3 Measures)					
Percent of contractor security personnel in official uniform, properly equipped, and in possession of valid Security Officer Management Branch Commission	Up is Better	New in 2021	99.9%	95%	95%
Percentage of Full Duty Protective Services Employees Completing Racial Equity Training	Up is Better	New in 2022	New in 2022	New in 2022	95%
Percent of Full Duty Special Police Officers who have completed mandatory annual in-service training.	Up is Better	New in 2021	89.4%	95%	95%
7 - Sustainability and Energy Division - Makes existing and new DGS buildings the most environmentally sustainable, comfortable, and resource efficient of any city in the US. DGS-SE will use sustainability to positively impact the District's occupants, students, visitors, and reduce the environmental burden of District owned buildings. (10 Measures)					
Percent Change in Portfolio Greenhouse Gas Emissions (tons)	Down is Better	Not Available	Not Available	-5%	-5%
Percent of Renewable Electricity Purchased as a Total of All Energy Purchased	Up is Better	Not Available	Not Available	40%	40%
Percent Change in Quarterly Portfolio Trash Generation (tons)	Down is Better	52.3%	-3.3%	-2.5%	-2.5%
Percent Change in Quarterly Portfolio Organics Generation (tons)	Up is Better	Not Available	0%	5%	5%
Percent Change in Quarterly Portfolio Recycling (tons)	Up is Better	90%	-16.8%	2.5%	2.5%
Change in Average Energy Star Score	Up is Better	New in 2021	Not Available	2%	2%

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY 2023 Target
Percent of Electricity Needs Met By Renewable Sources (On-Site or Contracted)	Up is Better	33.7%	31.6%	35%	35%
Percent Change in Quarterly Portfolio Electricity Peak Demand	Down is Better	Not Available	Not Available	-5%	-5%
Percent Change in Quarterly Portfolio Electricity Consumption (kWh)	Down is Better	-0.1%	-7.4%	-2.5%	-2.5%
Percent Change in Quarterly Portfolio Natural Gas Consumption	Down is Better	-8.6%	-1%	-2.5%	-2.5%

Operations

Operations Title	Operations Description	Type of Operations
1 - Office of the Director - Provides overall leadership for the department, including policy development, planning, performance measures, accountability, service integration and customer service. The director's office also administers day-to-day operations of the department, including operating and capital budget preparation and administration, training, contract management logistics, facilities support and human resources. (11 Activities)		
Training and Development	Responsible for providing organization and personal development services, by offering cutting edge programs that continually develop our employees.	Daily Service
Strategic Planning	Develop, implement and coordinate strategies and operational enhancements aimed toward ensuring DGS delivers high quality, effective and efficient services to our stakeholders.	Daily Service
Resource Allocation	Identifies unit costs and measures agency outputs across all business functions by continuously evaluating its current business practices to provide the most effective and efficient services and support the facilitation of wise top-level resource allocation decision and implementation strategies.	Daily Service
HUMAN RESOURCES	Responsible for providing labor law compliance, record keeping, hiring and training, compensation, relational assistance and help with handling specific employee performance issues.	Daily Service
Government and Legislative Affairs	Responsible for the development and implementation of strategies to advance the Department's legislative initiatives and other interests relating to the District of Columbia's buildings and facilities portfolio.	Daily Service
Certified Business Enterprise (CBE) Inclusion	Responsible for elevating DGS' existing CBE program to the next level and build a best practice, comprehensive CBE program by partnering with all DGS divisions to create and increase meaningful CBE/SBE opportunities across all areas of the agency's business.	Daily Service
Fleet Management	Responsible for the overall management of vehicles maintained by the Department of General Services.	Daily Service
Performance Management	Provide leadership, guidance, and consulting services for the Department of General Services on performance management and organizational process streamlining to improve operational effectiveness and efficiency, better inform future planning and budget formulation and ensure organizational transparency and accountability.	Daily Service
Communications	Ensuring consistency between the work done and every division and the message delivered to the community, the government, and other agencies; for developing and executing communication strategy that connects every DGS employee to each other; and, for the agency's public image in the press and the community.	Daily Service
Risk Management	Responsible for establishing a risk-management structure to identify and mitigate against the inherent risks associated with District owned properties and associated assets.	Daily Service
Information Technology	Provides the highest quality technology-based services, and support to DGS to meet its strategic goals and objectives.	Daily Service
2 - Contracting and Procurement Division - Provides service and support to DGS 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. (5 Activities)		
Coordinate all Acquisition Planning and Execution Activities	Contracting and Procurement works closely with our internal divisions and client agencies to create a detailed and meaningful acquisition plan with aligns with anticipated procurements with budgetary resources and strategic plans. The annual acquisition plan will allow DGS to forecast the procurement needs of the internal divisions and meet both planned and unplanned procurement needs with great efficiency.	Daily Service
Maintain the file room and contract files	The Acquisition Services branch, within Contracting and Procurement, assists management with monitoring and oversight over the file room and contract files. This includes periodically assessing the integrity of file room operational procedures, as well as ascertaining whether the file room specialist is implementing efficient and effective records management practices.	Daily Service
Assume lead for all matters related to vendor dispute resolution	Prospective contractors have the right to protest decisions made by the Contracting Officer. All protests and disputes by the contractor against the District shall be first submitted in writing to the Contracting Officer for a decision. The Contracting Officer will make every attempt to resolve protests and disputes via alternative dispute resolution and informal methods. Any dispute that cannot be resolved by this method may be treated as a formal claim.	Daily Service

Operations Title	Operations Description	Type of Operations
Perform operational reviews and assessments of procurement actions	Operational reviews and assessments are performed to ascertain whether the District's procurement professionals are complying with the applicable procurement laws, regulations, and policies. In addition, these reviews are purposed to identify high risk procurement issues and areas, provide key monitoring and oversight activities on behalf of management, and identify other issues and/or opportunities for operational and process efficiency.	Daily Service
Prepare Invoices and release documents for Direct Vouchers	Procurement personnel assist in the preparation of release documentation for Direct Vouchers and review contractor invoices and recommend approval by the Contracting Officer.	Daily Service
3 - Portfolio Management Division - Manages and secures contracted Lease space for the District, and identifies and develops plans for short, medium and long-term real estate needs. (4 Activities)		
Collect rent from entities leasing District-owned property	Portfolio Division's is responsible for the revenue generation and collection of real property that has been identified as excess to operational requirements. In addition, it is Portfolio's responsibility to assist in identifying properties that may be surplus to their needs.	Daily Service
Building Management	The Portfolio Division is responsible for providing building management services for facilities owned or operated by the District.	Daily Service
Asset Management	The Portfolio Management Division is responsible for ensuring that the SmartDGS database is maintained by their team with timely, accurate and up-to-date occupancy, project and Asset Management information.	Daily Service
Property Management	The Portfolio Division is responsible for executing real property acquisitions by purchase or lease, and also disposing of property through sale, lease or other authorized method.	Daily Service
4 - Capital Construction Division/Project Delivery - Ensures the effective and efficient management, planning, modernization, construction and renovation of public safety, municipal and recreation facilities for the District. (4 Activities)		
School Modernization, Renovations, and Improvements	The Project Delivery Division manages the renovation and new construction of education facilities, and other high priority projects for the District.	Key Project
Perform existing conditions assessments	Assessment of mechanical, electrical and structural condition of all District owned facilities conducted on a recurring cycle.	Daily Service
Provide project management services over design and construction activities	The Construction Services division manages the planning, modernization and new construction of public safety facilities, municipal and recreation projects.	Daily Service
Project closures and document completions for end users	Project close-out procedures and required documents and documentation, to include warranties, Operations and Maintenance manuals, commissioning documentation, Leadership in Energy and Environmental Design (LEED) certifications, certificate of occupancy, final inspections and final release of liens.	Daily Service
5 - Facilities Management Division - Provides a clean, safe and operational work, living, learning and play environments for District agencies, emergency responders, residents and visitors through effective and efficient facilities management and maintenance. (7 Activities)		
Receive, Issue and Complete Work Orders	Using Salesforce, the Facilities Management Division receives, reviews and assigns work orders to the appropriate business unit for processing and completion.	Daily Service
Snow Removal at Schools and District Buildings	The Facilities Management Division is responsible for: pre-treatment, snow melt application, shoveling, hauling and cleaning walk ways and sidewalks, drive ways schools, recreation centers and some municipal facilities.	Daily Service
Maintenance and Repair	The Facilities Management Division is responsible for the maintenance and providing repair service for DCPS Schools, DPR Facilities (Parks and Recreation Centers) and other District Buildings.	Daily Service
Special Projects	The Facilities Management Division plans and carries out renovation, alteration, and improvement of the District facilities as needed to accommodate new or changed programs, priorities or services.	Key Project
Mowing Services	The Facilities Management Division is responsible for mowing services for the District, including complete lawn care, planting and removing shrubs and bushes, and performing various methods to clean exterior buildings and walkways; as well as clearing debris from walkways and entrances.	Daily Service
Pest Services	The Facilities Management Division is responsible for keeping employees and client agencies safe, by providing solutions for eliminating pest activity in District facilities.	Daily Service
Lead Testing	The Facilities Management Division is responsible for all testing and monitoring and lead levels in all District facilities; and the repair and replacement of all materials to maintain safe drinking levels.	Key Project
6 - Protective Services Division - Coordinates, manages and provides security service for District Government facilities through the use of Special Police Officers and Security Officers, Civilian Employees and Contractors. (10 Activities)		
Inform and enhance security operations	Inform and enhance security operations through engagement with stakeholders and the interagency community.	Daily Service

Operations Title	Operations Description	Type of Operations
Ensure sustainment of Contract Security operations	Ensure continuity of Contract Security operations through an active compliance and monitoring program.	Daily Service
Protect district facilities, assets, and visitors	Protect district facilities, assets, and visitors while facilitating the conduct of government business. In FY17, the agency will conduct risk assessments, at least, every five years for Facility Security Level (FSL) I and II facilities and at least every three years for Level III, IV, and V facilities as per the current federal guidelines and best practices.	Daily Service
Enforcing Post Orders Compliance Review at all PSD facilities	PSD's Threat Management Section and Patrol Operations conducts contract compliance and quality control inspections for all DGS facilities to ensure contract and personnel compliance with existing building rules and regulations and post orders. Post orders are reviewed and updated.	Daily Service
Monitoring security systems	PSD's Central Communications Center (CCC) and the Security Services Center (SSC), located at JWB provide 24/7 alarm and CCTV monitoring. PSD's Threat Management Section continuously monitors all aspects of the Enterprise Wide Security System.	Daily Service
Execute direct staffing at critical locations	PSD's uniformed officers are directly assigned to secure critical high-profile DC Government facilities such as the John Wilson Building (JWB), Consolidated Forensic Lab (CFL), and the Office of Unified Communications (OUC).	Daily Service
Conduct required training for all eligible officers	PSD's Training Specialist, Administrative Support and Patrol Operations leadership and Strategic Development Specialist collaboratively ensure all aspects of mandated and optional training for all PSD officers, to include: preparing training plans, tracking all training and certifications, In-Service training mandates (by DCMR 6A), Firearm and Weapons training and requalification (performed by PSD's Firearm Instructors), D.C. Code and legal issues.	Daily Service
Managing Security guard contract	PSD's Administrative Support and Patrol Operations Sections, working with the PSD Training Specialist and Strategic Development Specialist, are primarily responsible for managing all matters regarding security guard contract implementation, to include: Statements of Work (SOW), assisting with the preparation of Request For Proposals (RFPs), Special Events (monitoring and preparing Memorandums of Understanding), contract compliance, mediating and monitoring contract liquidations, and moderating regularly scheduled (weekly and monthly) security agency awareness meetings, and invoicing (submission and reconciliation).	Daily Service
Managing and providing security at District owned and leased-properties	PSD's Patrol Operations provides assigned building security and mobile security support for all District properties and shelters. The Central Communications Center (CCC) provides 24/7 alarm and closed-circuit television (CCTV) monitoring and overall communications support for all sections of Protective Services Division (PSD). Threat Management Section (TMS) provides and supports the Enterprise Security Network of CCTV surveillance systems and Personal Identification Card Activity (PICA), along with all resources and equipment for access control activities (X-Ray machines, scanners, and magnetometers) and all requests from outside agencies for security recordings.	Daily Service
Monitoring and responding to security guard contracting issues	The PSD-assigned COTR for each security guard contract responds to District facilities to ensure compliance and conducts security meetings (at least once a month) to interact with security agencies concerning all relevant issues (compliance, invoicing, liquidations, etc).	Daily Service
7 - Sustainability and Energy Division - Makes existing and new DGS buildings the most environmentally sustainable, comfortable, and resource efficient of any city in the US. DGS-SE will use sustainability to positively impact the District's occupants, students, visitors, and reduce the environmental burden of District owned buildings. (3 Activities)		
Contract management	S&E manages many contracts for various services, including temporary contractors, green and cool roofs, solar and wind power purchase agreements, and on-call service contracts.	Daily Service
Bill management	S&E receives and processes invoices for all commodities, including electricity, natural gas, water, steam, stormwater, waste, recycling, organics and fuel.	Daily Service
Education	Educate employees, students, building tenants and visitors on issues of sustainability.	Key Project

Workload Measures (WMs)

Measure	FY 2020 Actual	FY 2021 Actual
1 - Communications (5 Measures)		
Number of DGS Meetings (External Affairs)	Not Available	Not Available
Number of DGS Intranet and Website Views	Not Available	Not Available
Number of Impressions to the Agency's Facebook, Twitter, Instagram, LinkedIn, and YouTube	518,162	525,203
Number of 'Ask The Directors' Inquires	228	183
Number of Story Pitches Resulting in News Coverage	5	13
1 - Fleet Management (2 Measures)		
Number of Owned Vehicles Beyond Their Life Balance	Not Available	Not Available
Number of DGS Fleet Vehicles That Are Electric	Not Available	Not Available
1 - HUMAN RESOURCES (5 Measures)		

Measure	FY 2020 Actual	FY 2021 Actual
Number of Positions Filled by End of Fiscal Year	38	76
Number of Disciplinary Actions Processed by Employee Relations	19	4
Number of Positions Not Filled by End of Fiscal Year	56	162
Number of Special Accommodation Requests Approved Through Employee Relations	3	14
Number of Special Accommodations Requested Through Employee Relations	3	14
2 - Coordinate all Acquisition Planning and Execution Activities (7 Measures)		
Number of Small Purchases Awarded	165	80
Number of Emergency Procurements Awarded	164	48
Number of Sole Source Contracts Awarded	23	28
Number of Request for Proposals (RFPs) Awarded	37	21
Number of Contracts Awarded to Small Business Enterprise (SBE) Firms	496	121
Number of Invitations for Bid (IFB) Awarded	14	1
Number of Ratification Requests Approved	Not Available	1
2 - Maintain the file room and contract files (1 Measure)		
Number of Compliance Audits	22	50
3 - Building Management (2 Measures)		
Number of Vacant Building Assessments	Not Available	Not Available
Number of Space/School Reservations	180	174
3 - Property Management (3 Measures)		
Percent Change in District Footprint	-0.5%	6.6%
Number of Buildings Added to DGS Portfolio	14	10
Total Dollar Amount Paid for Leased Space	\$50,458,164	\$382,415,010
4 - Provide project management services over design and construction activities (7 Measures)		
Number of Projects - Design Phase	70	62
Number of Completed Projects – Recreation	Not Available	48
Number of Completed Projects – Municipal	Not Available	46
Number of Projects - Planning Phase	150	340
Number of Projects - Close-Out Phase	57	250
Number of Projects - Construction Phase	108	222
Number of Completed Projects – Education	Not Available	154
5 - Receive, Issue and Complete Work Orders (16 Measures)		
Number of Work Orders Completed - DCPS	9710	9322
Number of Work Orders Requested - Municipal	8261	5014
Number of Work Orders Requested - DPR	5579	4960
Number of Work Orders Completed - Municipal	7134	3758
Number of Emergency Work Orders Completed	714	375
Number of Work Orders Completed - DPR	4170	3368
Number of Requests Received Through 311	366	301
Total Number of Work Orders Requested	32,194	29,089
Number of Work Orders Completed - FEMS	1019	2887
Number of Work Orders Requested - FEMS	1578	2729
Number of Nonemergency Work Orders Completed	21,767	22,763
Total Number of Work Orders Completed	24,292	21,374
Number of Work Orders Requested - MPD	1896	1992
Number of Work Orders Completed - MPD	1598	1543
Number of Work Orders Requested - DCPS	12,476	13,918
Number of Unique Properties Serviced	599	1104
5 - Special Projects (1 Measure)		
Number of Stormwater Retention Credits Generated	Not Available	199,282
6 - Execute direct staffing at critical locations (1 Measure)		
Number of Events Associated with Additional Security Request (ASRs) from Outside DGS	110	62
6 - Inform and enhance security operations (1 Measure)		
Number of Buildings Penetration Exercises Conducted	Not Available	Not Available

Measure	FY 2020 Actual	FY 2021 Actual
6 - Managing and providing security at District owned and leased-properties (3 Measures)		
Number of Building Assessments conducted by Threat Management System	Not Available	93
Number of Incidents Associated with Contract Guard Poor Performance or Corrective Action	93	28
Number of Service Calls Responded to by PSD	5554	1398
6 - Managing Security guard contract (1 Measure)		
Dollar Value of Liquidated Damages, Resulting from Contract Guard Poor Performance or Corrective Action	\$14,500	\$20,300
7 - Bill management (8 Measures)		
Total Portfolio Renewable Energy Consumption	Not Available	Not Available
Total Portfolio Natural Gas Consumption (Therms)	Not Available	Not Available
Total Portfolio Water Consumption (CCF)	Not Available	Not Available
Total Portfolio Solar PV Capacity	Not Available	31.2
Number of Sites Connected to a Smart Building Network	Not Available	262
Total Tonnage Recycled	Not Available	1971.6
Total Portfolio Waste Generation (Tons)	Not Available	18,536
Total Tonnage of Organics Composted	Not Available	0
7 - Contract management (1 Measure)		
Total Installed Solar Sites	Not Available	124