



DEPARTMENT OF GENERAL SERVICES

FY 2024 PERFORMANCE PLAN

MARCH 22, 2023

CONTENTS

Contents	2
1 Department of General Services	3
2 Proposed 2024 Objectives	4
3 Proposed 2024 Operations	5
4 Proposed 2024 Key Performance Indicators and Workload Measures	11

1 DEPARTMENT OF GENERAL SERVICES

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.

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 Districts Resources.

2 PROPOSED 2024 OBJECTIVES

Strategic Objective

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.

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.

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. Oversees the assessment management of both in-lease and outlease assessments on behalf of District agencies.

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

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.

Protective Services Division - Coordinates, manages and provides security services for District Government facilities through the use of Special Police Officers and Security Officers, Civilian Employees and Contractors.

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.

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

3 PROPOSED 2024 OPERATIONS

Operation Title	Operation Description	Type of Operation
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.		
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

(continued)

Operation Title	Operation Description	Type of Operation
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

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.

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
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

(continued)

Operation Title	Operation Description	Type of Operation
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. Oversees the assessment management of both in-lease and outlease assessments on behalf of District agencies.		
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
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
Perform existing conditions assessments	Assessment of mechanical, electrical and structural condition of all District owned facilities conducted on a recurring cycle.	Daily Service
Capital Construction Division - Ensures effective, efficient and sustainable construction of education, public safety, municipal and recreation facilities for the District, including management, planning, modernization, construction and renovation.		
School Modernization, Renovations, and Improvements	The Capital Construction Services Division manages the renovation and new construction of education facilities, and other high priority projects for the District.	Key Project
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
Provide project management services over design and construction activities	The Capital Construction Services division manages the planning, modernization and new construction of public safety facilities, municipal and recreation projects.	Daily Service
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.		
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

(continued)

Operation Title	Operation Description	Type of Operation
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
Building Management	The Portfolio Division is responsible for providing building management services for facilities owned or operated by the District.	Daily Service

Protective Services Division - Coordinates, manages and provides security services for District Government facilities through the use of Special Police Officers and Security Officers, Civilian Employees and Contractors.

Inform and enhance security operations	Inform and enhance security operations through engagement with stakeholders and the interagency community.	Daily Service
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

(continued)

Operation Title	Operation Description	Type of Operation
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

(continued)

Operation Title	Operation Description	Type of Operation
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
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.		
Contract management	S&E manages many contracts for various services, including temporary contractors, green and cool roofs, solar and wind power purchase agreements, retrocomissioning, energy retrofits, and on-call service contracts.	Daily Service
Bill management	S&E receives and processes invoices for all commodities, including electricity, natural gas, water, steam, waste, recycling, and organics.	Daily Service
Policies and Procedures	S&E seeks to streamline and improve policies and procedures for the benefit of the environment, occupant health, and return on investment.	Daily Service
Education	Educate employees, students, building tenants and visitors on issues of sustainability.	Daily Service

4 PROPOSED 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Target	FY 2024 Target
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.					
Percent of Positions Vacant at End of Fiscal Year	Down is Better	11.5%	15%	5%	5%
Average Age of DGS Fleet Vehicles - Owned and Leased	Down is Better	11.1	12.1	7	7
Percent Increase Across All Digital and Social Platforms Followers	Up is Better	2.5%	8.1%	5%	5%
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.					
Percent of Total Purchase Orders Awarded to Small Business Enterprise (SBE) firms	Up is Better	83.4%	89.1%	51%	51%
Percent of Invitations for Bid (IFB) Completed Within PALT	Up is Better	71.5%	48.4%	60%	60%
Percent of Requests for Proposal (RFP) Completed Within PALT	Up is Better	78.6%	67.7%	60%	60%
Percent of Requests for Small Purchases Completed Within PALT	Up is Better	87.9%	37.1%	85%	85%
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. Oversees the assessment management of both in-lease and outlease assessments on behalf of District agencies.					
Eastern Market Revenue	Up is Better	\$549,092.50	\$552,905.40	\$798,177.00	\$798,177.00
Percent of Owned Office Space Occupied	Up is Better	80.4%	83%	85%	85%
Percent Office Space Leased	Down is Better	45.8%	46.4%	50%	50%
Percent Below Market Rent Paid	Up is Better	21.8%	72.8%	15%	15%
Capital Construction Division - Ensures effective, efficient and sustainable construction of education, public safety, municipal and recreation facilities for the District, including management, planning, modernization, construction and renovation.					
Percent of Approved Invoices Submitted to OCFO for Payment Processing Within 15 Calendar Days of Receipt	Up is Better	83.2%	92%	85%	85%
Education Projects: Project Cost Increase Percentage due to Error and Omission Change Orders	Down is Better	13.9%	Not Available	25%	25%

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Target	FY 2024 Target
Education Projects: Project Cost Increase Percentage due to Unforeseen Site Condition Change Orders	Down is Better	0.6%	1.2%	25%	25%
Municipal Projects: Project Cost Increase Percentage due to Error and Omission Change Orders	Down is Better	4.1%	No Applicable Incidents	25%	25%
Municipal Projects: Project Cost Increase Percentage due to Unforeseen Site Condition Change Orders	Down is Better	1.2%	11.4%	25%	25%
Recreation Projects: Project Cost Increase Percentage due to Error and Omission Change Orders	Down is Better	Not Available	Not Available	25%	25%
Recreation Projects: Project Cost Increase Percentage due to Unforeseen Site Condition Change Orders	Down is Better	8.2%	2.9%	25%	25%
Percent of Municipal Projects on Budget	Up is Better	77.7%	82%	75%	75%
Percent of Municipal Projects on Schedule	Up is Better	84.2%	88.8%	75%	75%
Percent of Education Projects on Budget	Up is Better	66.2%	85.7%	75%	75%
Percent of Education Projects on Schedule	Up is Better	85.2%	89.6%	75%	75%
Percent of Recreation Projects on Budget	Up is Better	65%	86.7%	75%	75%
Percent of Recreation Projects on Schedule	Up is Better	84.5%	87.1%	75%	75%
Recreation Projects: Project Cost Increase Percentage Due To Client Agency Requested Change Orders	Down is Better	8.7%	3.3%	25%	25%
Municipal Projects: Project Cost Increase Percentage Due To Client Agency Requested Change Orders	Down is Better	3.1%	35.8%	25%	25%
Education Projects: Project Cost Increase Percentage Due To Client Agency Requested Change Orders	Down is Better	2.3%	4.7%	25%	25%

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.

Median Completion Time - Nonemergency Work Orders	Down is Better	15.5	95	45	45
Percent of Nonemergency Work Orders Completed Within Service Level Agreement (SLA)	Up is Better	63.1%	54.1%	70%	70%
Median Completion Time - Emergency Work Orders	Down is Better	1	1	2	2

Key Performance Indicators (*continued*)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Target	FY 2024 Target
Percent of Emergency Work Orders Completed Within Service Level Agreement (SLA)	Up is Better	76.5%	67.3%	70%	70%
Protective Services Division - Coordinates, manages and provides security services for District Government facilities through the use of Special Police Officers and Security Officers, Civilian Employees and Contractors.					
Percent of contractor security personnel in official uniform, properly equipped, and in possession of valid Security Officer Management Branch Commission	Up is Better	99.9%	96.7%	95%	95%
Percent of Full Duty Special Police Officers who have completed mandatory annual in-service training.	Up is Better	89.4%	60.5%	95%	95%
Percentage of Full Duty Protective Services Employees Completing Racial Equity Training	Up is Better	New in 2022	71.6%	95%	95%
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.					
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	-3.3%	51%	-2.5%	-2.5%
Percent Change in Quarterly Portfolio Organics Generation (tons)	Up is Better	0%	8.6%	5%	5%
Percent Change in Quarterly Portfolio Recycling (tons)	Up is Better	-16.8%	-55.1%	2.5%	2.5%
Percent of Electricity Needs Met By Renewable Sources (On-Site or Contracted)	Up is Better	31.6%	33.5%	35%	35%

Workload Measures

Measure	FY 2021	FY 2022
Communications		
Number of 'Ask The Directors' Inquires	183	92
Number of Story Pitches Resulting in News Coverage	13	Not Available
Number of Impressions to the Agency's Facebook, Twitter, Instagram, LinkedIn, and YouTube	525,203	267,251
Number of DGS Meetings (External Affairs)	Not Available	244
Number of DGS Intranet and Website Views	Not Available	519,229
Fleet Management		
Number of Owned Vehicles Beyond Their Life Balance	Not Available	102
Number of DGS Fleet Vehicles That Are Electric	Not Available	1
HUMAN RESOURCES		
Number of Positions Filled by End of Fiscal Year	38	28
Number of Positions Not Filled by End of Fiscal Year	81	110
Number of Disciplinary Actions Processed by Employee Relations	4	2
Number of Special Accommodation Requests Approved Through Employee Relations	14	Not Available
Number of Special Accommodations Requested Through Employee Relations	14	2
Risk Management		
Number of Emergency Response Plans	Not Available	Not Available
DGS Agency COOP	Not Available	Not Available
Number of incident reports input into E-Risk	Not Available	Not Available
Number of worker compensation claims	Not Available	Not Available
Number of 311 Records filed in E-Risk	Not Available	Not Available
Coordinate all Acquisition Planning and Execution Activities		
Number of Emergency Procurements Awarded	48	131
Number of Invitations for Bid (IFB) Awarded	1	5
Number of Request for Proposals (RFPs) Awarded	21	12
Number of Contracts Awarded to Small Business Enterprise (SBE) Firms	121	238
Number of Sole Source Contracts Awarded	28	10
Number of Small Purchases Awarded	80	136
Number of Ratification Requests Approved	1	4
Number of Modifications Awarded in appropriate PALT	Not Available	Not Available
Maintain the file room and contract files		
Number of Compliance Audits	50	27

Workload Measures (continued)

Measure	FY 2021	FY 2022
Property Management		
Total Dollar Amount Paid for Leased Space	\$191,207,504.80	Not Available
Number of Buildings Added to DGS Portfolio	5	Not Available
Percent Change in District Footprint	3.3%	Not Available
Number of Space/School Reservations	174	213
Provide project management services over design and construction activities		
Number of Projects - Close-Out Phase	125	133
Number of Projects - Planning Phase	170	222
Number of Projects - Design Phase	31	46
Number of Projects - Construction Phase	111	125
Number of Completed Projects - Recreation	24	25
Number of Completed Projects - Education	77	83
Number of Completed Projects - Municipal	23	32
Number of Project Completed on Time	Not Available	Not Available
Receive, Issue and Complete Work Orders		
Number of Work Orders Requested - DCPS	13,918	13,633
Number of Work Orders Completed - DCPS	9322	11,279
Number of Work Orders Requested - DPR	4960	3,462
Number of Work Orders Completed - DPR	3368	2,790
Number of Work Orders Requested - Municipal	5014	3,155
Number of Work Orders Completed - Municipal	3758	2,840
Total Number of Work Orders Requested	29,089	26,631
Number of Work Orders Requested - FEMS	2729	2,695
Number of Work Orders Requested - MPD	1992	1,483
Total Number of Work Orders Completed	21,374	22,581
Number of Work Orders Completed - FEMS	2887	2,430
Number of Work Orders Completed - MPD	1543	1,300
Number of Emergency Work Orders Completed	375	340
Number of Nonemergency Work Orders Completed	22,763	21,649
Number of Requests Received Through 311	301	353
Number of Unique Properties Serviced	552	552
Special Projects		
Number of Stormwater Retention Credits Generated	99,641	120,058
Execute direct staffing at critical locations		
Number of Events Associated with Additional Security Request (ASRs) from Outside DGS	31	25
Inform and enhance security operations		
Number of Buildings Penetration Exercises Conducted	Not Available	12
Managing and providing security at District owned and leased-properties		

Workload Measures (continued)

Measure	FY 2021	FY 2022
Number of Incidents Associated with Contract Guard Poor Performance or Corrective Action	28	35
Number of Service Calls Responded to by PSD	1398	348
Number of Building Assessments conducted by Threat Management System	93	60
Number of Vacant Building Assessments	Not Available	10
Managing Security guard contract		
Dollar Value of Liquidated Damages, Resulting from Contract Guard Poor Performance or Corrective Action	\$10,150.00	\$23,725.00
Bill management		
Total Portfolio Natural Gas Consumption (Therms)	Not Available	Not Available
Total Portfolio Water Consumption (CCF)	Not Available	Not Available
Total Portfolio Waste Generation (Tons)	9268	Not Available
Total Tonnage Recycled	985.8	Not Available
Number of Sites Connected to a Smart Building Network	131	Not Available
Total Tonnage of Organics Composted	0	Not Available
Total Portfolio Solar PV Capacity	15.6	Not Available
Contract management		
Total number of net zero energy buildings in portfolio	Not Available	Not Available
Total number of modernization/renovation RFPs that include Energy Use Intensity (EUI) targets	Not Available	Not Available
Total Installed Solar Sites	62	61