



DEPARTMENT OF GENERAL SERVICES

FY 2026 PERFORMANCE PLAN

NOVEMBER 26, 2025

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1 INTRODUCTION

This document is the Fiscal Year 2026 Performance Plan for the Department of General Services.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

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

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

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

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

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

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

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

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

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Measure Type	Measure Description	Example
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

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

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

2 DEPARTMENT OF GENERAL SERVICES OVERVIEW

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

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

Objectives:

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

3 OBJECTIVES

3.1 AGENCY MANAGEMENT

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Employee retention rate	Up is Better	New in 2025	New in 2025	Data is pending	No Target Provided
Outcome	Percent of employee performance plans entered in PeopleSoft	Up is Better	New in 2025	New in 2025	Data is pending	No Target Provided
Efficiency	Percent change in the average aging rate for completed work orders	Up is Better	New in 2025	New in 2025	Data is pending	No Target Provided
Efficiency	Percent of electric and hybrid vehicles in DGS fleet	Up is Better	New in 2025	New in 2025	2.25%	No Target Provided

3.2 BUILD

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quality	Percent of capital construction projects on budget	Up is Better	New in 2025	New in 2025	91.54%	No Target Provided
Quality	Percent of capital construction projects on schedule	Up is Better	New in 2025	New in 2025	90.94%	No Target Provided
Efficiency	Percent of approved invoices submitted to OCFO for payment processing within 15 calendar days of receipt	Up is Better	90.83%	85%	91.71%	85%

3.3 MAINTAIN

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent change in District footprint (Leased and Owned properties)	Neutral	New in 2025	New in 2025	Data is pending	Target not required

(continued)

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of DGS-monitored access control devices fixed within 24 hours of discovery	Up is Better	New in 2025	New in 2025	85.25%	No Target Provided
Outcome	Percent of District's Certified Business Enterprise (CBE) investment goal met by DGS	Up is Better	New in 2025	New in 2025	Data is pending	30%
Outcome	Percent of contractor security personnel in contractual compliance	Up is Better	New in 2025	New in 2025	92.07%	No Target Provided
Outcome	Percent of seasonal transition events completed on time	Up is Better	New in 2025	New in 2025	Data is pending	No Target Provided
Efficiency	Percent of 311-generated work orders received in current fiscal year completed within Service Level Agreement (SLA)	Up is Better	New in 2025	New in 2025	53.37%	No Target Provided
Efficiency	Percent of DGS-monitored security cameras fixed within 24 hours of discovery	Up is Better	New in 2025	New in 2025	90.53%	No Target Provided
Efficiency	Percent of emergency work orders completed within Service Level Agreement (SLA)	Up is Better	59.76%	70%	77.76%	70%
Efficiency	Percent of nonemergency work orders completed within Service Level Agreement (SLA)	Up is Better	52.78%	70%	65.26%	70%
Efficiency	Percent of total purchase orders awarded to Small Business Enterprise (SBE) firms	Up is Better	79.92%	51%	72.77%	65%

3.4 SUSTAIN

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of reduction in energy consumption (kBtu) of DGS-managed buildings 10,000 SF and greater compared to 2019 baseline portfolio (1,796,181,050 kBtu)	Down is Better	New in 2025	New in 2025	Data is pending	No Target Provided

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Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of reduction in greenhouse gas emissions (metric tons of CO ₂ e) from DGS-managed buildings 10,000 SF and greater compared to 2019 baseline portfolio	Up is Better	New in 2025	New in 2025	Data is pending	No Target Provided
Outcome	Waste diversion rate for DGS-managed buildings	Up is Better	New in 2025	New in 2025	15%	No Target Provided

3.5 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent change of impressions across the agency's digital media platforms (Facebook, X, Instagram, LinkedIn and YouTube)	Up is Better	New in 2025	New in 2025	+1,190.6%	No Target Provided

4 ACTIVITIES

4.1 DIRECTOR'S OFFICE

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of Compliance Audits	Neutral	10	Target not required	7	Target not required

4.2 PERFORMANCE MANAGEMENT

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

No Related Measures

4.3 RISK MANAGEMENT

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of claims submitted for subrogation	Neutral	2	New in 2025	7	Target not required

4.4 SUSTAINABILITY AND ENERGY MANAGEMENT - WASTE DIVERSION

Advances waste diversion in the DGS portfolio.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Total estimated tons of refuse (trash) collected from DGS-managed buildings	Neutral	Data is pending	Target not required	10,654.25	Target not required
Quantity	Total estimated tons of organic materials collected from DGS -managed buildings	Neutral	Data is pending	Target not required	9.8	Target not required
Quantity	Total estimated tons of recyclable materials collected from DGS managed buildings	Neutral	Data is pending	Target not required	1,858.83	Target not required

4.5 SUSTAINABILITY AND ENERGY MANAGEMENT - WASTE COLLECTION AND HAULING

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

No Related Measures

4.6 SUSTAINABILITY AND ENERGY MANAGEMENT - ENERGY EFFICIENCY

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of energy efficient lighting retrofits completed	Up is Better	2,835	New in 2025	0	No Target Provided

4.7 SUSTAINABILITY AND ENERGY MANAGEMENT - DECARBONIZE DGS ENERGY SUPPLY

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Total Portfolio Solar PV Capacity	Neutral	Data is pending	Target not required	16.02	Target not required

4.8 SUSTAINABILITY AND ENERGY MANAGEMENT - GREEN CONSTRUCTION

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Total Installed Solar Sites	Neutral	Data is pending	Target not required	61	Target not required
Quantity	Total number of net zero energy buildings in portfolio	Neutral	Data is pending	Target not required	1	Target not required

4.9 COMMUNICATIONS

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of DGS@DC.gov inquiries responded to	Neutral	22	Target not required	141	Target not required

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Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of DGS Meetings (External Affairs)	Up is Better	51	Target not required	150	Target not required
Quantity	Number of Impressions to the Agency's Facebook, Twitter, Instagram, LinkedIn, and YouTube	Neutral	446,838	Target not required	409,012	Target not required
Quantity	Number of Story Pitches Resulting in News Coverage	Neutral	23	Target not required	30	Target not required

4.10 CONTRACT AND PROCUREMENT - VENDOR MANAGEMENT

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

No Related Measures

4.11 CONTRACT AND PROCUREMENT - ACQUISITION SERVICES

Coordinates all acquisition planning and execution activities.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of Contracts Awarded to Small Business Enterprise (SBE) Firms	Neutral	35	Target not required	103	Target not required
Quantity	Number of Invitations for Bid (IFB) Awarded	Neutral	15	Target not required	16	Target not required
Quantity	Number of Modifications Awarded	Neutral	New in 2025	New in 2025	270	Target not required
Quantity	Number of Ratification Requests Approved	Neutral	1	Target not required	1	Target not required
Quantity	Number of Request for Proposals (RFPs) Awarded	Neutral	12	Target not required	19	Target not required
Quantity	Number of Small Purchases Awarded	Neutral	3	Target not required	16	Target not required

4.12 LEASE MANAGEMENT - PORTFOLIO MANAGEMENT DIVISION

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
District-Wide Indicator	Percent Change in District Footprint	Neutral	Data is pending	Target not required	No Data Record	Target not required
Quantity	Number of Buildings Added to DGS Portfolio	Neutral	7	Target not required	2	Target not required
Quantity	Number of leased properties	Neutral	Data is pending	New in 2025	98	Target not required
Quantity	Dollar amount of Eastern Market revenue	Neutral	\$71	Target not required	\$1,746,364	Target not required
Quantity	Number of owned properties	Neutral	Data is pending	New in 2025	1,213	Target not required
Quantity	Total dollar amount of rent revenue from active leased out properties	Neutral	\$223.97M	Target not required	\$8.03M	Target not required

4.13 PROTECTIVE SERVICES - SECURITY CONTRACT MANAGEMENT

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Dollars of Liquidated Damages, Resulting from Contract Guard Poor Performance or Corrective Action	Neutral	\$53,725	Target not required	\$4800	Target not required

4.14 PROTECTIVE SERVICES - PATROL OPERATIONS

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

No Related Measures

4.15 PROTECTIVE SERVICES

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of Service Calls Responded to by Protective Services Division	Neutral	386	Target not required	982	Target not required
Quantity	Number of Vacant Building Assessments conducted	Up is Better	40	Target not required	30	Target not required

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Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of Special Attention Inspections conducted	Neutral	Data is pending	New in 2025	3,098	Target not required

4.16 FACILITIES MANAGEMENT - BUILDING MANAGEMENT

Manages relationships with District facility clients.

No Related Measures

4.17 FACILITIES MAINTENANCE - POOL MAINTENANCE

Performs maintenance of District-owned pools.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of pools opened on Memorial Day	Neutral	New in 2025	New in 2025	Data is pending	Target not required

4.18 FACILITIES MAINTENANCE - SNOW AND ICE REMOVAL

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of snow and ice pretreatment services completed	Neutral	Data is pending	New in 2025	Data is pending	Target not required

4.19 FACILITIES MANAGEMENT - PEST SERVICES

Provides solutions for controlling pest activity in District facilities.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of pest abatement work orders completed	Up is Better	3,549	New in 2025	1,423	No Target Provided

4.20 FACILITIES MANAGEMENT - JANITORIAL SERVICE

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

No Related Measures

4.21 FACILITIES MANAGEMENT - BUILDING MAINTENANCE

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of Emergency Work Orders Completed	Neutral	345.23	Target not required	316	Target not required
Quantity	Number of Nonemergency Work Orders Completed	Neutral	25,225	Target not required	26,335	Target not required
Quantity	Number of Lock and Door work orders completed	Up is Better	1,192	New in 2025	2,681	No Target Provided
Quantity	Number of facility walkthroughs	Neutral	No incidents	New in 2025	5,813	Target not required
Quantity	Number of overdue work orders completed from previous fiscal year	Up is Better	5,573	New in 2025	5,661	No Target Provided
Quantity	Total Number of Work Orders Completed	Neutral	25,574	Target not required	20,050	Target not required
Quantity	Number of HVAC switchovers completed on schedule	Neutral	New in 2025	New in 2025	Data is pending	Target not required

4.22 FACILITIES MAINTENANCE - GROUNDS MAINTENANCE

Provides mowing and lawn care services for District facilities.

No Related Measures

4.23 CAPITAL CONSTRUCTION SERVICES

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

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of active Capital Projects (not in close out phase)	Neutral	9	New in 2025	1,290	Target not required
Quantity	Number of Capital Projects - Close-Out Phase	Neutral	27	Target not required	220	Target not required
Quantity	Number of Capital Projects completed East of the River (Wards 7 & 8)	Neutral	93	New in 2025	13	Target not required
Quantity	Number of Net-Zero Projects	Neutral	105	New in 2025	1	Target not required

4.24 FIRST TEAM

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

No Related Measures

4.25 INFORMATION TECHNOLOGY

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

No Related Measures

4.26 FLEET MANAGEMENT

Responsible for the overall management of vehicles maintained by DGS.

No Related Measures

4.27 CBE INCLUSION

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

No Related Measures

4.28 LEGISLATIVE AFFAIRS

Facilitates formal and informal response management with District Council stakeholders.

No Related Measures

4.29 HUMAN RESOURCES

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

No Related Measures

5 ADDITIONAL MEASURES

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Up is Better	25.35%	Target not required	32.43%	Target not required
Outcome	Percent of employees that are District residents	Up is Better	42.86%	Target not required	41.83%	Target not required
Outcome	Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia (eRecruit)	Up is Better	17.39%	Target not required	40%	Target not required
Outcome	Percent of new hires that are District residents (Peoplesoft)	Up is Better	50%	Target not required	44.83%	Target not required
Outcome	Percent of required contractor evaluations completed on time	Up is Better	New in 2025	New in 2025	50%	Target not required

6 PROJECTS

6.1 PREVENTIVE MAINTENANCE - HVAC - NON DCPS LOCATIONS

Proposed Completion Date: September 30, 2025

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

6.2 DPR - FORT DUPONT ICE RINK RENOVATION

Proposed Completion Date: December 19, 2025

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

6.3 DACL WARD 8 SENIOR WELLNESS CENTER

Proposed Completion Date: February 05, 2026

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

6.4 PREVENTIVE MAINTENANCE - ELEVATORS

Proposed Completion Date: September 30, 2026

DGS Facilities Management Division will expand preventative maintenance on all elevators.