GOVERNMENT OF THE DISTRICT OF COLUMBIA

DEPARTMENT OF GENERAL SERVICES

Fiscal Year 2025 Performance Oversight Hearing

Written Testimony of Delano Hunter

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Committee on Facilities
Council of the District of Columbia
The Honorable Councilmember Janeese Lewis George, Chairperson

The John A. Wilson Building
1350 Pennsylvania Avenue, NW
Washington, DC 20004
Room 412

Thursday, March 5, 2026
9:30 a.m.

Good Afternoon Chairperson Lewis George, Committee members, and staff. My name is Delano Hunter, and I am proud to serve as the Director of the Department of General Services (DGS). For the Fiscal Year 2025 Performance Oversight Hearing, I am joined by Osei Headley, Deputy Director of our Capital Construction Services Division, and Jen Croft, Associate Director of our Sustainability and Energy Division.

I want to thank the public witnesses who testified before you in January. I would like to express my appreciation to Mayor Bowser for entrusting me to lead DGS, as well as to City Administrator Donahue and Assistant City Administrator Dr. Rodriguez for their continued commitment to our mission to build, maintain, and sustain the District of Columbia's real estate portfolio, which includes more than 40 million square feet of District-owned and leased property and roughly $21.8 billion in assessed District-owned property.

I want to acknowledge the nearly 600 DGS employees who are not in the room, but whose work is felt across the District each day. They respond to work orders, clear snow and ice, ensure our facilities are heated and cooled, manage capital projects, provide security services, advance the District's green energy goals, and so much more. Their dedication is the backbone of our agency.

Last year, I introduced our B.E.A.M.S scorecard, an acronym for Build, Economic Catalyst, Agency Management, Maintenance, and Sustainability. We've had a full year of using this scorecard, and I want to share our achievements across each category. I will also outline key opportunities for FY26 and beyond.

(B)uild

Heading our BEAMS scorecard is **Build**, which measures the development of resilient, sustainable facilities that empower our client agencies to deliver high-quality public services. While Build encompasses many goals, I want to highlight a few key areas for today's hearing.

DGS delivered numerous high-quality capital projects. In our school portfolio, we completed major modernizations at Truesdell Elementary in Ward 4 and the Oyster-Adams Bilingual (Adams Campus) in Ward 1. In our DPR portfolio, we delivered a new park at 26th and I Street NW in Ward 2, which includes a playground and dog park. In Ward 7, we delivered the District's only indoor ice rink – the Fort Dupont Ice Arena – and the Joy Evans Therapeutic Recreation Center.

We have maximized small capital funding to replace critical building systems such as roofs, elevators, and HVACs—systems that keep facilities safe and in good working order. In FY25, we executed $55.5 million in small capital improvements. Completed projects include the Thomas Elementary HVAC upgrade, a roof replacement at Tyler Elementary, and a new elevator at Garnet Patterson S.T.A.Y. These targeted upgrades are essential, especially when a full modernization is not planned, and repairs are no longer sufficient.

We have expanded our Quality Assurance and Quality Control (QA/QC) capital framework — originally developed for DCPS—to the Jelleff and Fort Davis Recreation Center projects for DPR. The QA/QC program is embedded in the planning, design, and construction phases leading to reduced errors and better final products.

A critical component of DGS's "Build" objective is adapting to the District's evolving regulatory landscape. DOEE is working to streamline the Net Zero Energy (NZE) review process, and we are working with DOEE and DOB to develop a new energy code. We continue to build projects to high-efficiency energy standards when possible. To date, DGS has delivered 10 NZE-ready projects representing approximately 1 million square feet of facility space – and 9 of these projects were designed and constructed to be NZE-ready before Appendix Z was a requirement. Also, prior to the requirement, DGS delivered several "true, on-site NZE" facilities, including Raymond Elementary, John Lewis Elementary, and Benjamin Banneker High School. Our agency is proud to lead on the District's climate initiative. In fact, our research indicates that the District has delivered more NZE-ready schools and recreation facilities than Maryland and Virginia combined.

We appreciate this Committee's partnership by passing temporary exemptions for aquatic centers and 24/7 public safety facilities, and we look forward to working with the Council on permanent legislation. We remain committed to delivering new facilities that prioritize environmental sustainability while meeting the needs of the residents we serve without sacrificing scope. Likewise, for existing buildings, we are updating our roadmap to reduce energy use in line with Building Energy Performance Standards (BEPS), while ensuring that the targets we set are achievable with available resources and the timeline.

(E)conomic Catalyst

The next pillar of our BEAMS scorecard is **Economic Catalyst**. We embrace our work in support of Mayor Bowser's *Grow DC* agenda. We advance this work by strengthening small-business participation and delivering projects that drive investment both downtown and east of the river.

DGS continues to support the growth of DC-based businesses through Phase II of our Mentor-Protégé Program, which is designed to expand the capacity of Certified Business Enterprises (CBEs) and Small Business Enterprises (SBEs). The modernizations for the Harry Thomas Recreation Center in Ward 5 and the Jelleff Recreation Center in Ward 2 are part of Phase II. To align with the Mayor's objectives, DGS establishes an annual SBE participation goal in consultation with DSLBD. We are on track to achieve our FY25 goal of $387 million and have raised our FY26 goal to $410 million**.**

We have improved our procurement processes by adopting a fully automated bidding and vendor management system. Our new system has enhanced the procurement experience, increased transparency, and made it easier for vendors to participate in DGS solicitations.

(A)gency Management

The third pillar of the DGS BEAMS scorecard is **Agency Management**, which we strengthen through focused procurement, technology upgrades, and targeted engagement. For today's hearing, I want to highlight two key areas: our commitment to transparent and accountable operations, and our investment in human capital.

We advanced transparency and accountability by expanding how we communicate with stakeholders and the public. In FY25, we participated in nearly 200 community meetings (194), including our quarterly town halls on our *Percent for Art Program* and *Getting to Know DGS*. We streamlined our annual symposium and business engagement events to focus on networking, our procurement forecast, and technical assistance.

In FY25, our External Affairs Unit completed a major refresh of the DGS website and developed new digital tools to help residents and partners navigate our services more effectively, including the enhanced DGS Public Work Order Dashboard. Our digital footprint helped reach more people, and we are proud to have accomplished the following:

- Our revamped website received over 400,000 (400,862) views in FY25.
- We created digital and hard copy flyers on the following topics:
    - Net Zero Energy,
    - Work Order Process,
    - Snow and Ice Operations,
    - HVAC PM,
    - Elevators,
    - Artificial Turf and Grass Maintenance, and more.
- We had over 600,000 (605,697) social media impressions in FY25, and we are on track to double that number in FY26, as we are already nearing one million impressions! Our "Snowcrete" removal video at Brookland Middle and Turkey Thicket Rec was viewed over 100,000 times (105,737) on both Instagram and Twitter(X).

Overall, traffic on DGS social media platforms is up 21% compared to FY24. The value of social media engagement is not in being seen or going viral, but in communicating the agency's work and the value we provide.

Also, DGS continues to hold contractors accountable through cure notices and, when necessary, contract terminations. In FY25, we held contractors accountable by:

- Issuing more cure notices;
- Completing 100% of contract evaluations;
- Over 600 (646) warranty-related work orders were completed in FY25 to date and tracked in SmartDGS (Salesforce); and
- Issuing more contract terminations when appropriate.

We also required contractors to correct latent defects beyond the warranty periods at no cost to the District, including venting issues at MacFarland, waterproofing failures at the DBH Stabilization Center, and window flashing concerns at Maury Elementary. These corrective actions demonstrate our commitment to protecting District assets and ensuring accountability.

Finally, we also made significant investments in human capital. Last year, we shared our plan to hire 23 officers for our Protective Services Division to reduce reliance on contract security. The hiring process is well underway, and we expect 19 officers to be fully onboarded by the end of April.

(M)aintenance

The fourth pillar of our BEAMS scorecard is **Maintenance**, which is central to how DGS sustains resilient facilities that support our client agencies' missions.

Our Facilities Management Division (FMD) continues to progress. Nearly 90,000 service requests (89,000) service requests spanning four fiscal years, we are shifting from a reactive, backlogged operation to one defined by on-time, predictable delivery.

- We completed almost 27,000 (26,808) work orders in FY25. Of those, about 5,500 (5,562) or roughly 21% were from previous fiscal years, and about 21,000 (21,246) or 79% were from FY25.
    - Of those, 79% were completed in-house, and 21% were completed by contractors.
- Compared to FY24, we saw decreases in completion times. We completed over 13,000 (13,145) work orders within SLA. The median aging rate for completed work orders declined by 23%, from 40 days in FY24 to 31 days in FY25.
- More emergency work orders were completed within the SLA. Specifically, 78% were completed within the SLA in FY25, compared with 62% in FY24.

Dedicated work order funding is essential to helping us respond more quickly and consistently, improving service for our partner agencies and the public.

Last year, DGS procured third-party elevator inspection, maintenance, and testing services. All elevators now receive annual inspections, and the results have been promising. The average time an elevator work order was open decreased by 27%, from 22 days in FY24 to 16 days as of FY26.

DGS continues to make progress on HVAC maintenance. We are now in the fifth year of the HVAC preventative maintenance (PM) program for DCPS. FY25 marked the first year of extending the PM program to other agencies, including DPR and DPW. Preventative maintenance does not eliminate HVAC issues entirely, but since its implementation, systems have been more reliable, catastrophic failures have decreased, and downtime has been reduced.

We reduced heating work orders by 27% from 372 in January 2025 to 270 in January 2026. We are also closing heating work orders faster. In January 2026, we closed heating work orders on average within 13 days, compared to nearly 67 days in January 2024. In many cases, HVAC systems are restored within hours of an issue being identified. During the recent extreme cold weather event, no DCPS school had to close due to heating concerns. As we expand this successful HVAC PM program across our portfolio, we expect to see similar results.

We are also continuing our commitment to ensuring safe drinking water in schools and recreation centers through our lead-in-water testing program. According to the Environment America Research & Policy Center, the District was named the “Best-in-the-Nation” for our Lead in Drinking Water Testing Program. We install lead-removing filters for drinking water in schools, conduct annual testing, and are committed to transparency.

(S)ustainability

The final pillar of our BEAMS scorecard is **Sustainability**, where we measure how effectively we implement strategies to make District facilities among the most environmentally sustainable and energy-efficient in the nation.

Our Sustainability and Energy (S&E) Division has made significant progress expanding the District's solar capacity. As of today, DGS has installed nearly 18 megawatts (17.87 MW) of solar PV across District government properties, enough to power almost 2,400 (2,360) homes each year. Building on this momentum, we are advancing the solicitation and design of solar PV on 50 additional sites. By the end of FY26, DGS will have awarded a cumulative total of 36 MW (36.26 MW) of solar PV across the District portfolio since the program started—equivalent to powering nearly 5,000 (4,789) homes each year. The DGS solar program is reducing the District's greenhouse gas emissions and energy costs; easing demand on the electric grid; and strengthening the local CBE-driven green economy.

Looking Ahead –Opportunities to Pursue

DGS is proud of what we have accomplished in FY25 and is looking forward to further achievements in FY26 and beyond. I want to highlight several initiatives underway or planned for FY26.

- DGS is in the early stages of revamping the Building Manager Program to improve communication and collaboration.

- We will strengthen our internal HVAC maintenance capacity by recruiting more personnel with technical experience.

- We will develop a Comprehensive Maintenance Plan template for different building types to better anticipate needs and allocate resources for preventative and routine maintenance, as well as guidelines for replacing critical systems in new, aging, and older facilities.

- We will provide more robust communication for client agencies and stakeholders via SmartDGS (Salesforce) and the public work order dashboard.

- We will activate underutilized retail spaces in District-owned office buildings, with a focus on bringing healthy food options to employees and the surrounding community. Two target locations will include the DOES Headquarters and the Marion Barry Building at Judiciary Square.

- We hope to execute our first Energy Savings Performance Contract, which will reduce energy and water use through targeted building improvements.

- Finally, we are proud to lead the development of the DPR Sportsplex on the RFK campus and the Day 1 road infrastructure for the Commanders' stadium.

Conclusion

In conclusion, DGS made significant strides in FY25 and has incredible momentum as we continue through FY26. Thank you, Chairperson Lewis George and members of the Committee, for your time and attention. My team and I are available now for any questions.