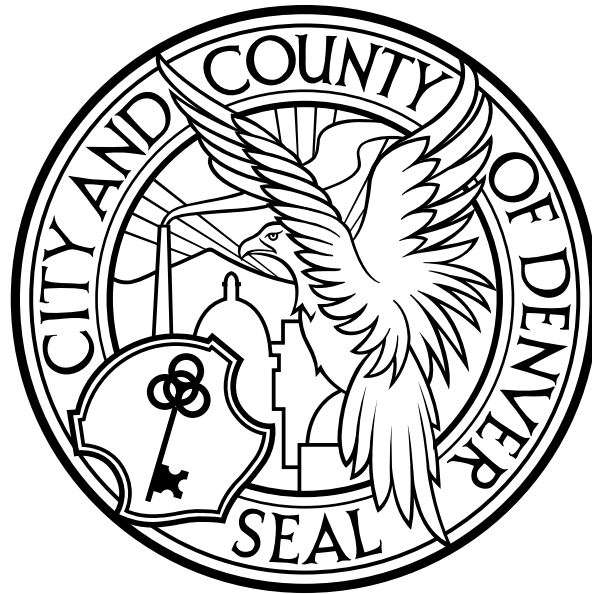


Performance Management Quarterly Report



**First Quarter, 2003
General Services**

www.DenverGov.org

General Services

General Services Administration	4
Purchasing	8
Public Office Buildings	12
Utilities	14
Technology Services	16
Communication Services	18
Office of Television and Internet Services	20
Central Services	26
Theaters and Arenas	28
Art Culture and Film	30

General Services Administration

Mission

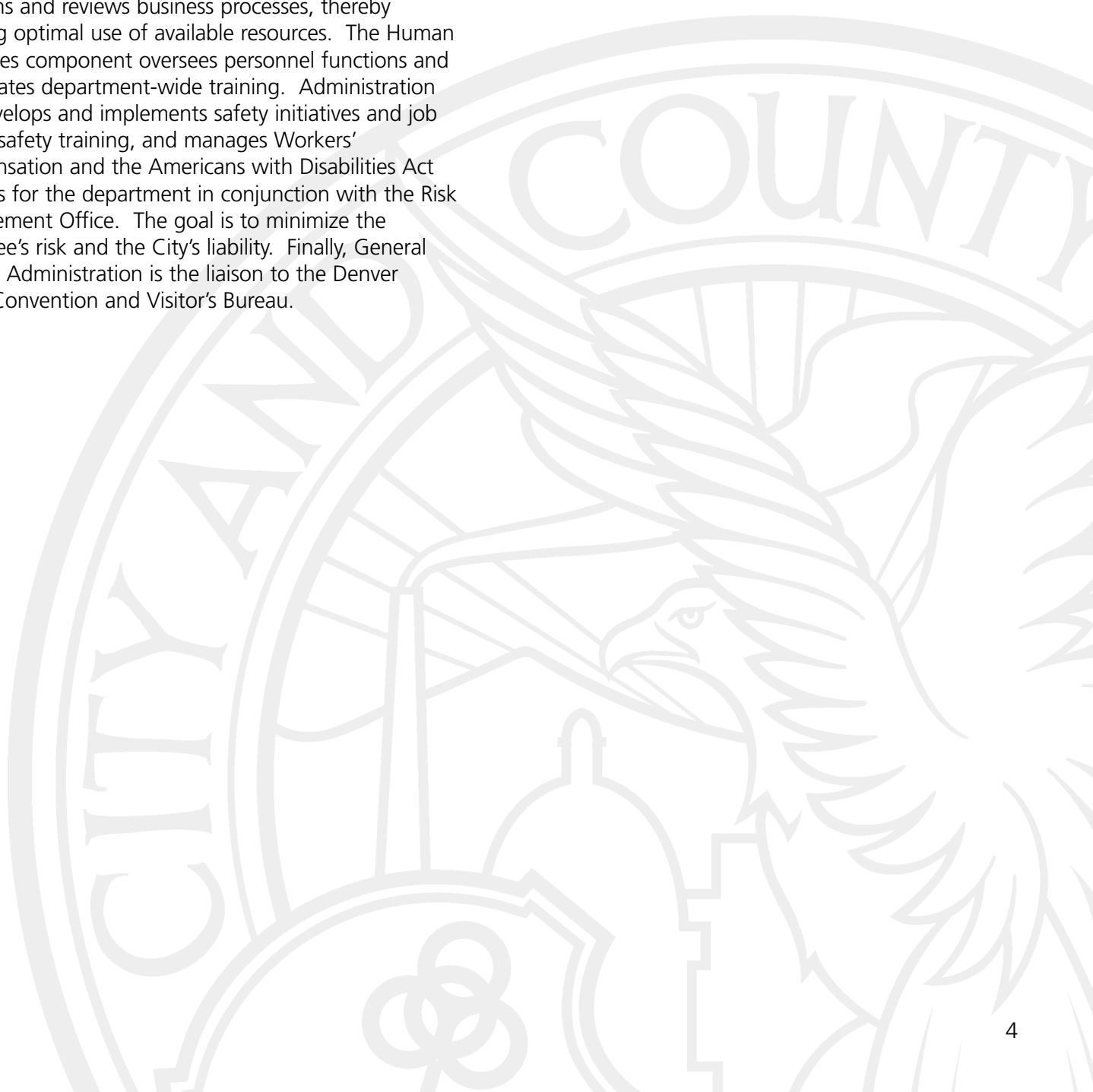
To provide leadership to General Services agencies to achieve efficient management of operations and personnel.

Description

General Services Administration plans, directs and monitors the activities of the operating divisions of the General Services Department: Purchasing, Public Office Buildings, Utilities, Central Services, Theatres and Arenas and the Art, Culture and Film Office. General Services Administration assists with policy formulation, personnel, budgeting, safety programs and capital improvements. The agency evaluates administrative and operational functions and reviews business processes, thereby ensuring optimal use of available resources. The Human Resources component oversees personnel functions and coordinates department-wide training. Administration also develops and implements safety initiatives and job related safety training, and manages Workers' Compensation and the Americans with Disabilities Act activities for the department in conjunction with the Risk Management Office. The goal is to minimize the employee's risk and the City's liability. Finally, General Services Administration is the liaison to the Denver Metro Convention and Visitor's Bureau.

Spending and Staffing

- Total 2003 Budgeted Expenditures: \$572,600
- Total 2003 Budgeted positions: 5



Measure Description	2002 Estimated	2003 Objective	1st Quarter 2003	2nd Quarter 2003	3rd Quarter 2003	4th Quarter 2003	2003 Total
Number of disciplinary actions	62	50	10	9			19
Number of disciplinary actions resulting in appeal	40	30	5	2			7
Number of grievances not related to discipline	5	3	3	3			6
Number of appeals not related to discipline	5	3	0	2			2
Number of employees completing mandatory workplace training	250	250	0	174			174
Number of safety topics presented	10	10	0	2			2
Number of employees trained on safety topics	200	200	0	109			109
Number of workplace accidents	50	40	17	23			40
Number of new workers' compensation claims	45	37	17	21			38
Active Modified Duty Assignments	N/A	N/A	23	30			53
Employees Placed in Interactive Process	N/A	N/A	0	6			6
Employees Disqualified	N/A	N/A	0	1			1

Purchasing

Mission

To conduct the procurement of goods and services for agencies of the City and County of Denver in an effective and efficient manner that will provide the best value at the best price. Further, the mission of the division is to provide substantial opportunities to qualified and responsible vendors to participate in the City's procurement of goods and services.

Description

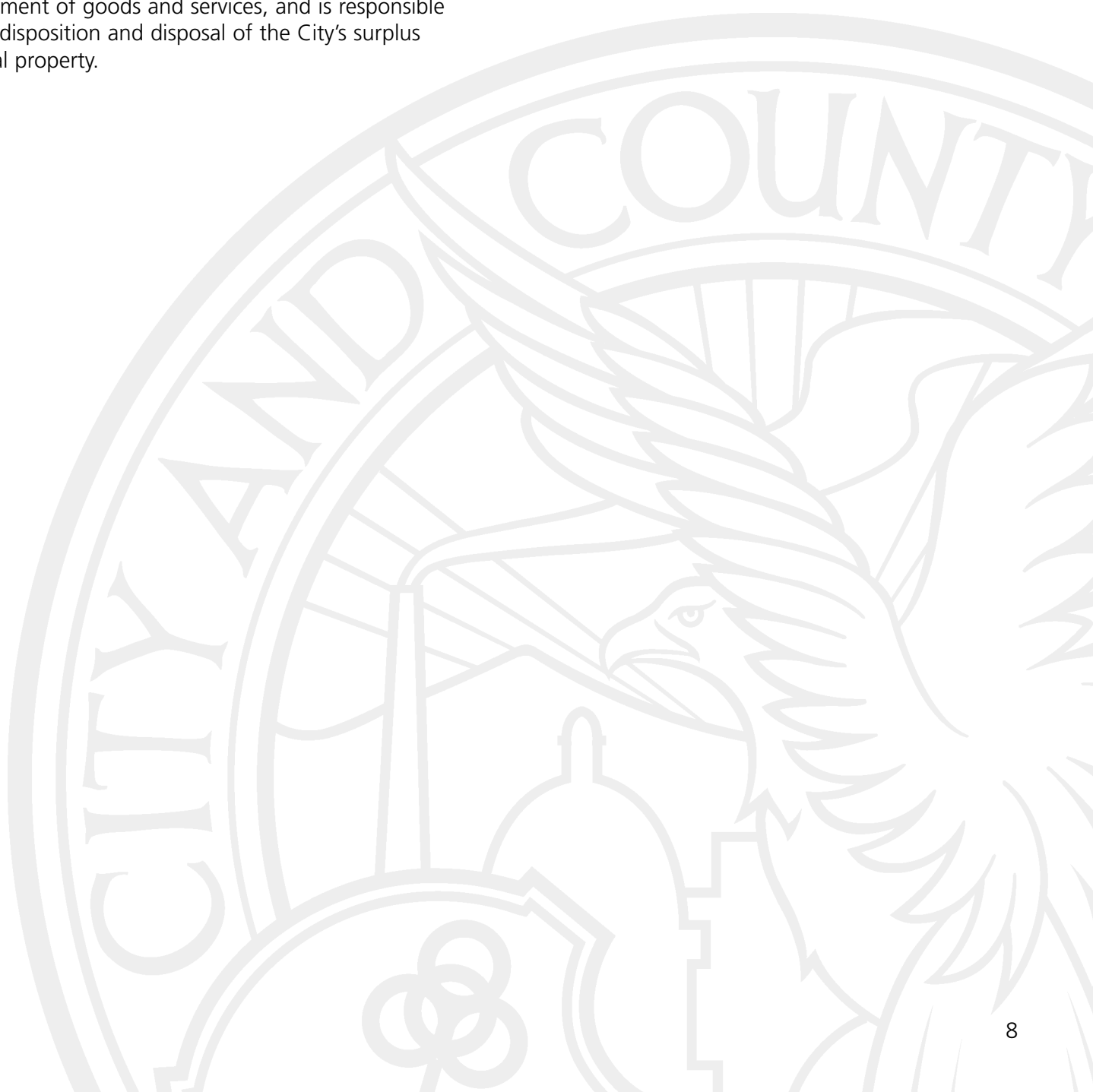
The Purchasing Division acquires goods and services for agencies of the City through best practice procurement methods. It provides opportunities to qualified, responsible firms to participate in the City's procurement of goods and services, and is responsible for the disposition and disposal of the City's surplus personal property.

Objectives, Goals, Initiatives

- Continue to expand the use of the Procurement (P) card in order to reduce paperwork and increase efficiency and productivity.
- Maximize travel card savings by identifying and enrolling all City agencies who would benefit from the travel card program.

Spending and Staffing

- Total 2003 budgeted expenditures: \$1,547,900
- Total 2003 budgeted positions: 21



Measure Description	2002 Estimated	2003 Objective	1st Quarter 2003	2nd Quarter 2003	3rd Quarter 2003	4th Quarter 2003	2003 Total
Number of agencies using P cards	12	17	12				12
Number of P cards issued	196	246	196				196
Amount of purchases made using the P card	\$1.5M	\$2.0M	\$765,200				\$765,200
Number of agencies using travel cards	15	30	22				22
Number of travel cards issued	250	300	260				260
Agencies trained	16	22	16				16
Number of purchase requisitions	4,100	4,000	1,077				1,077
Number of requisitions returned due to errors	320	280	23				23
Number of agencies entering electronic requisitions	16	22	16				16
Number of cooperative and in-house vendor contracts	750	790	806				806
Average number of days to process open market requests (\$5,000 or below)	6	6	6.23				6.23
Average number of days to process informal requests (\$5,001 to \$24,999)	14	14	10.96				10.96

Public Office Buildings

Mission

To manage and maintain selected City buildings to provide a clean, safe and efficient working environment for the employees who occupy those facilities and the customers who visit them.

Description

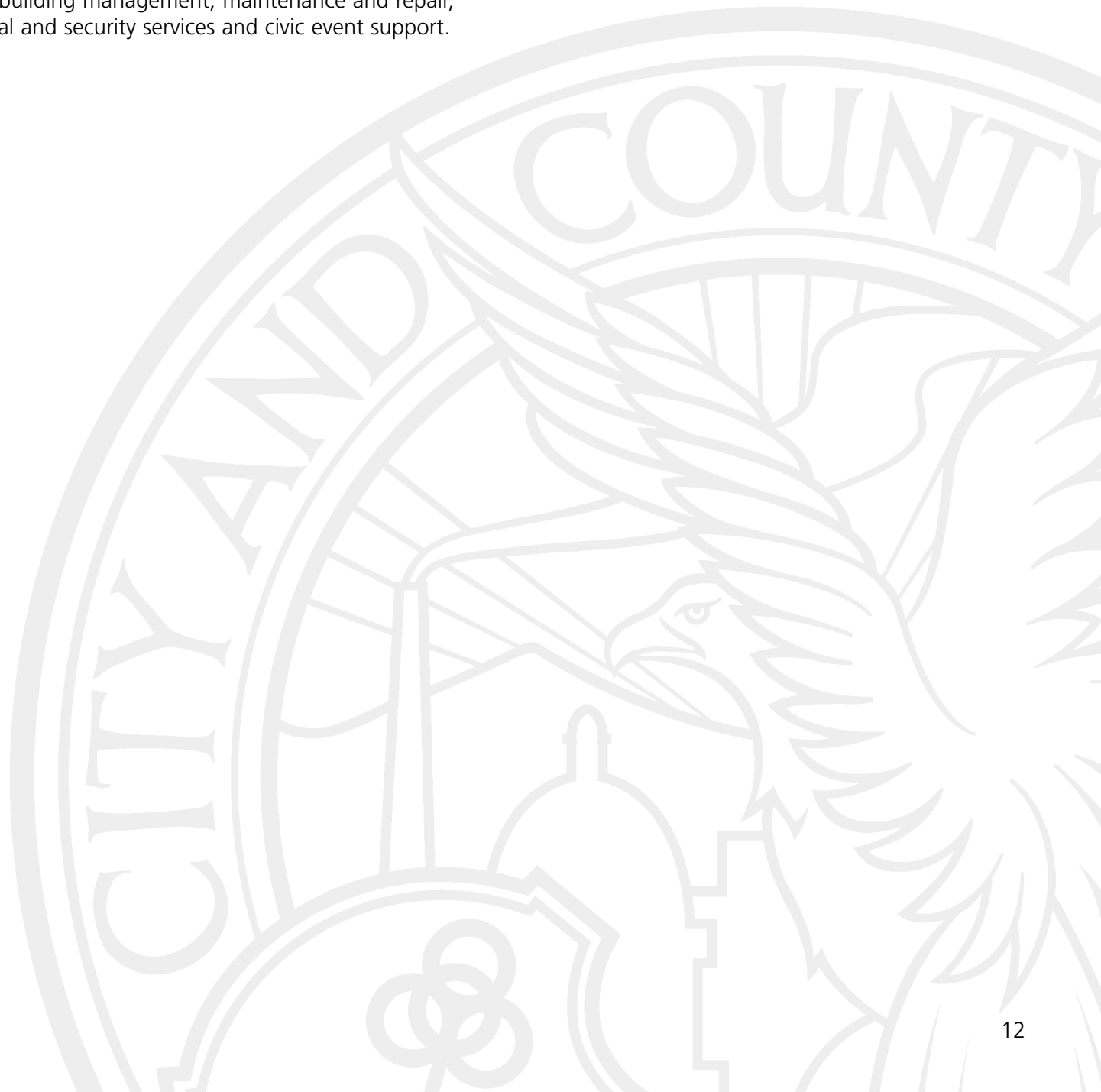
Public Office Buildings is fully or partially responsible for the operation and maintenance of over 4.2 million square feet of space, including the City's downtown office buildings, the Human Services complex, police and fire facilities, public works and general support facilities, community and child care centers, and libraries. Public Office Buildings is responsible for overall building management, maintenance and repair, custodial and security services and civic event support.

Objectives, Goals, Initiatives

- Complete a thorough review of the agency and develop an action plan to improve services while reducing costs.
- Install a new work order system in order to better track costs and productivity and enhance services to customers.

Spending and Staffing

- Total 2003 budgeted expenditures: \$16,561,200
- Total 2003 budgeted positions: 146



Measure Description	2002 Estimated	2003 Objective	1st Quarter 2003	2nd Quarter 2003	3rd Quarter 2003	4th Quarter 2003	2003 Total
Total number of repair work orders	4,500	4,500	Not Provided				
Percent of carpentry repair work orders completed within seven days	70%	60%	Not Provided				
Percent of plumbing repair work orders completed within seven days	90%	90%	Not Provided				
Percent of electrical repair work orders completed within seven days	80%	80%	Not Provided				
Percent of HVAC repair work orders completed within seven days	85%	85%	Not Provided				
Number of custodial inspections conducted	11	12	Not Provided				
Percent of custodial inspections passed	50%	50%	Not Provided				
Number of custodial vendor deficiency reports submitted	5	5	Not Provided				
Number of weapons confiscated	36,900	40,000	Not Provided				

Utilities

Mission

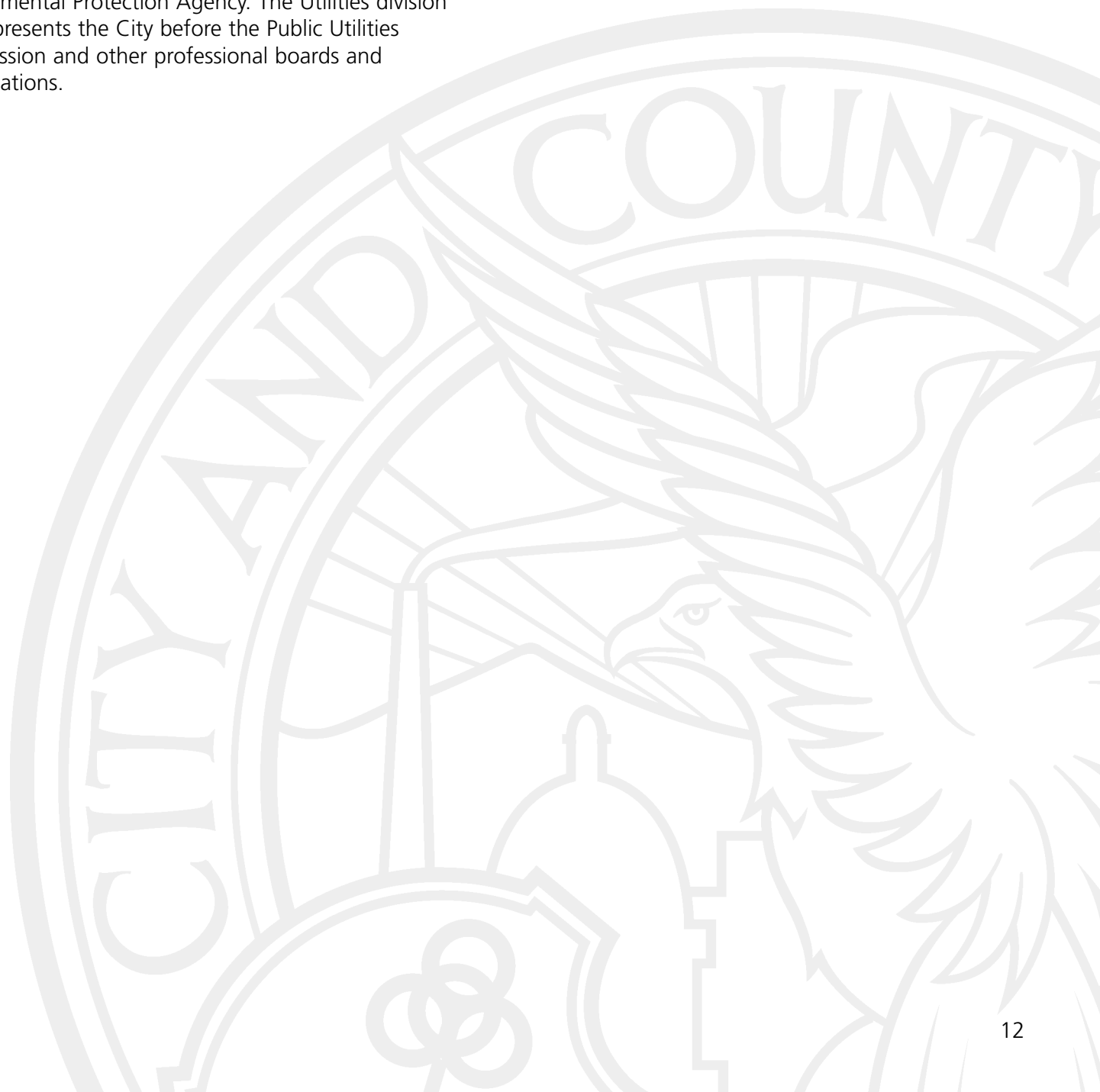
To manage the seamless and transparent provision of all utilities for City facilities, while directing and implementing a broad-based citywide energy conservation program.

Description

Utilities has direct responsibility for the management, acquisition, negotiation, monitoring, tracking and payment of utility bills for electricity, natural gas (including transport), steam, chilled fluids, water, sewer and storm drainage, commodities consumed in selected City facilities pursuant to Memoranda of Understanding between the City and the U.S. Environmental Protection Agency. The Utilities division also represents the City before the Public Utilities Commission and other professional boards and organizations.

Spending and Staffing

- Total 2003 budgeted expenditures: \$18,611,200
- Total 2003 budgeted positions: 4



Measure Description	2002 Estimated	2003 Objective	1st Quarter 2003	2nd Quarter 2003	3rd Quarter 2003	4th Quarter 2003	2003 Total
Dollars saved through energy conservation	\$1,600,000	\$1,700,000	\$425,000				\$425,000
Average cost per dekatherm for transport natural gas	\$4.07	\$4.50	\$0				\$0
Average cost per dekatherm of tariff natural gas	\$4.75	\$5.00	\$3.45				\$3.45
Percent of natural gas purchased below tariff	53%	53%	0%				0%
Percent of internal quality audits without errors	95%	95%	100%				100%
Percent of City traffic signals with high efficiency LED indicators installed	56%	80%	61%				61%
Rebates received	\$850,000	\$300,000	\$41,920				\$41,920
Square footage of City facilities completed under EPA's Green Lights Program	15.26M	15.5M	\$15,250,000				\$15,250,000
Square footage of City facilities completed under EPA's Energy Star Program	7.0M	7.2M	7.0M				7.0M

Comments

In 2003 the city did not participate in the transport natural gas program. After completing the bid process it appeared that tariff gas rates would be more cost effective.

Technology Services

Mission

To provide information technology services to enable and facilitate City business.

Description

Technology Services provides information technology services for user agencies throughout the City. Administration provides guidance, direction, problem resolution and technical support to the division's employees and customers. The Customer Care Center provides central coordination and customer support for all technology-related calls. The Server Administration Section supports all network operating systems and handles the installation and maintenance of all adjunct server software such as e-mail, systems management, and other applications. Mainframe Operations provides support for enterprise computing operating systems including daily production, maintenance of existing applications and back-up support for the help desk. Enterprise Program Administration is responsible for the software and hardware that falls within enterprise purview. Examples include the Enterprise Software Agreement for office productivity applications and virus protection, as well as the PC replacement program.

Objectives, Goals, Initiatives

- Develop, with the Office of Emergency Management, a comprehensive information technology disaster recovery and business continuity plan.
- Increase the efficiency and reliability of information storage by implementing a storage area network.
- Consolidate servers at the new Wellington E. Webb Municipal Office Building.

Spending and Staffing

- Total 2003 budgeted expenditures: \$7,503,700
- Total 2003 budgeted positions: 39.95

Communications Services

Mission

To provide for the acquisition, delivery, and maintenance of communication-related products and services to City agencies.

Description

Communications Services performs planning, acquisition, delivery and maintenance services for citywide voice/data/video/paging systems. It ensures the provision of local and long-distance service, voicemail, cellular service and pagers, as well as data connectivity. Communications Services operates the City switchboard and is responsible for maintaining and distributing the City directory.

Objectives, Goals, Initiatives

- Install new data and communications systems in the new African American Research Library and District 3 Police Station.
- Rollout the Denver Institutional Area Network Environment (DIANE) Project to 29 sites.

Spending and Staffing

- Total 2003 budgeted expenditures: \$7,262,400
- Total 2003 budgeted positions: 22.75



Office of Television and Internet Services

Mission

To serve the public by providing access to services and information on City and County of Denver government through the creation of coordinated television and Internet productions.

Description

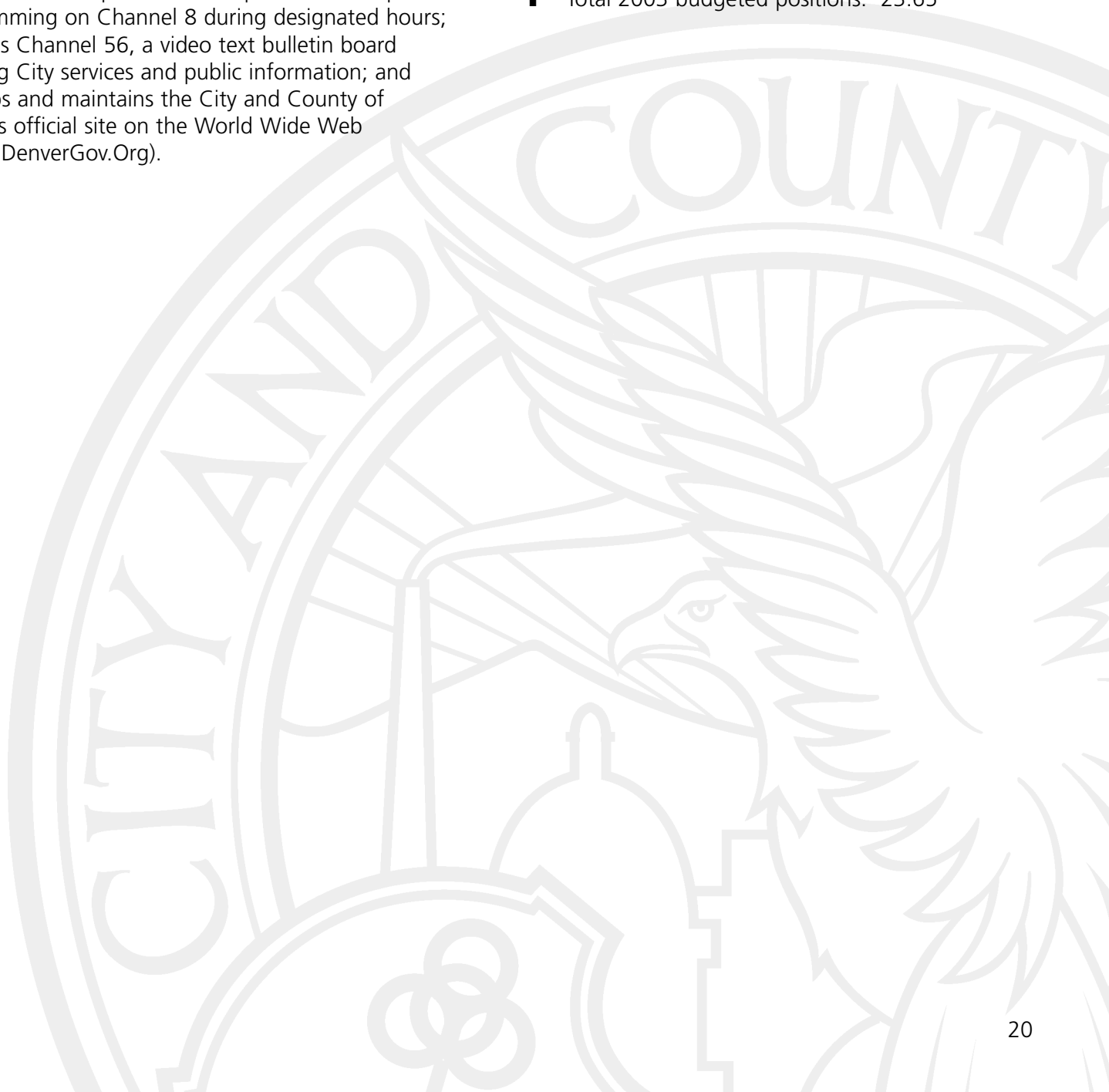
The Office of Television and Internet Services (OTIS) operates Channel 8 which provides live coverage of City Council and selected committee meetings, public hearings, news conferences, election events, and public policy forums; operates television production facilities to provide video services for City agencies; and acquires other programming for cablecast on Channel 8 and other distribution points. It also provides all-request programming on Channel 8 during designated hours; operates Channel 56, a video text bulletin board detailing City services and public information; and develops and maintains the City and County of Denver's official site on the World Wide Web (WWW.DenverGov.Org).

Objectives, Goals, Initiatives

- Develop television and Internet content on Denver's 2003 municipal election.
- Expand the accessibility of DenverGov for customers who are physically challenged or who depend on assistive technologies to use the Internet.
- Selectively reduce original television production to accommodate reduced budgets for 2003.

Spending and Staffing

- Total 2003 budgeted expenditures: \$2,159,900
- Total 2003 budgeted positions: 23.65



Measure Description	2002 Estimated	2003 Objective	1st Quarter 2003	2nd Quarter 2003	3rd Quarter 2003	4th Quarter 2003	2003 Total
Between the Lines	52	26	0				0
City Club	24	24	9				9
City Council Meetings	52	52	12				12
Council committee meetings	140	104	31				31
Denver Press Club	10	10	3				3
Denver This Week Public Svc. Annc.	46	46	14				14
Dialogue Denver DA	12	12	2				2
Election Commission	4	10	0				0
Election Coverage	1	62	31				31
Issues & Options	12	12	0				0
Jobs Open	24	12	6				6
Johns TV	5	12	3				3
Magazeen Show	12	6	0				0
Mayor-Council Meetings	32	52	11				11
Press Conferences	36	24	2				2
Promos/Public Service Announcements	44	44	7				7
Public Policy Meetings	N/A	N/A	3				3
Public Safety Review Comm.	12	12	2				2
Special Projects (non-funded)	50	3	6				6
Special Projects (funded)	N/A	N/A	1				1

E-Government Office

Mission

To provide management and direction to the City's E-Government initiative.

Description

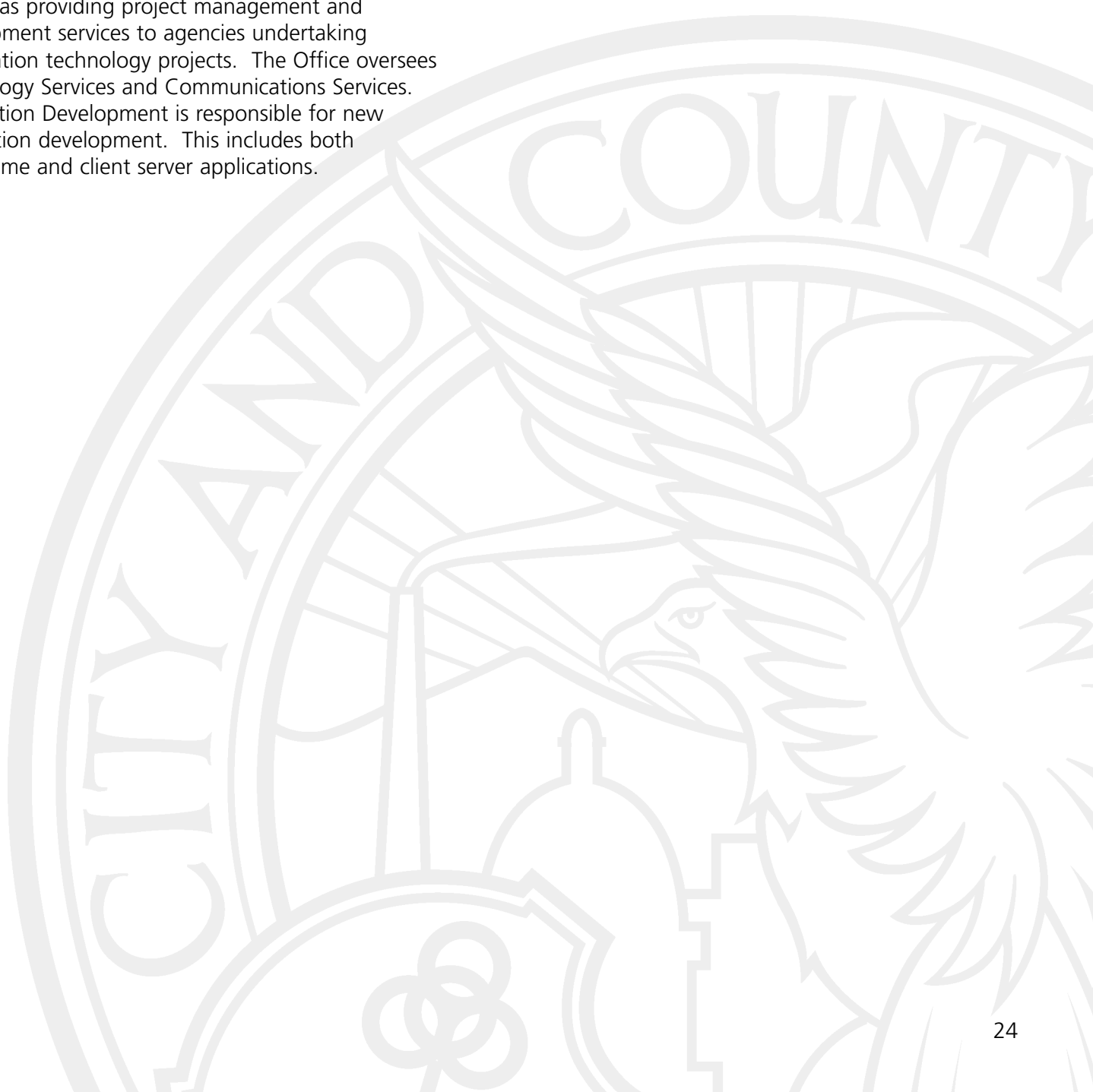
The E-Government Office coordinates the City's use of technology to improve services, promote economic development, and increase democratic participation for the residents and businesses of the City and County of Denver. Administration is responsible for developing, updating and implementing the Information Technology/E-Government strategic plan. The E-Government Office manages enterprise-wide applications, systems, and technology-related projects, as well as providing project management and development services to agencies undertaking information technology projects. The Office oversees Technology Services and Communications Services. Application Development is responsible for new application development. This includes both mainframe and client server applications.

Objectives, Goals, Initiatives

- Establish a security team to oversee and troubleshoot network security issues.
- With the Operational Leaders Team, review and prioritize City-wide IT initiatives.

Spending and Staffing

- Total 2003 budgeted expenditures: \$1,732,200
- Total 2003 budgeted positions: 13



Central Services

Mission

To provide timely, efficient, responsive office production services that are competitive with the private sector to City agencies to enable them to function in the most efficient way possible.

Description

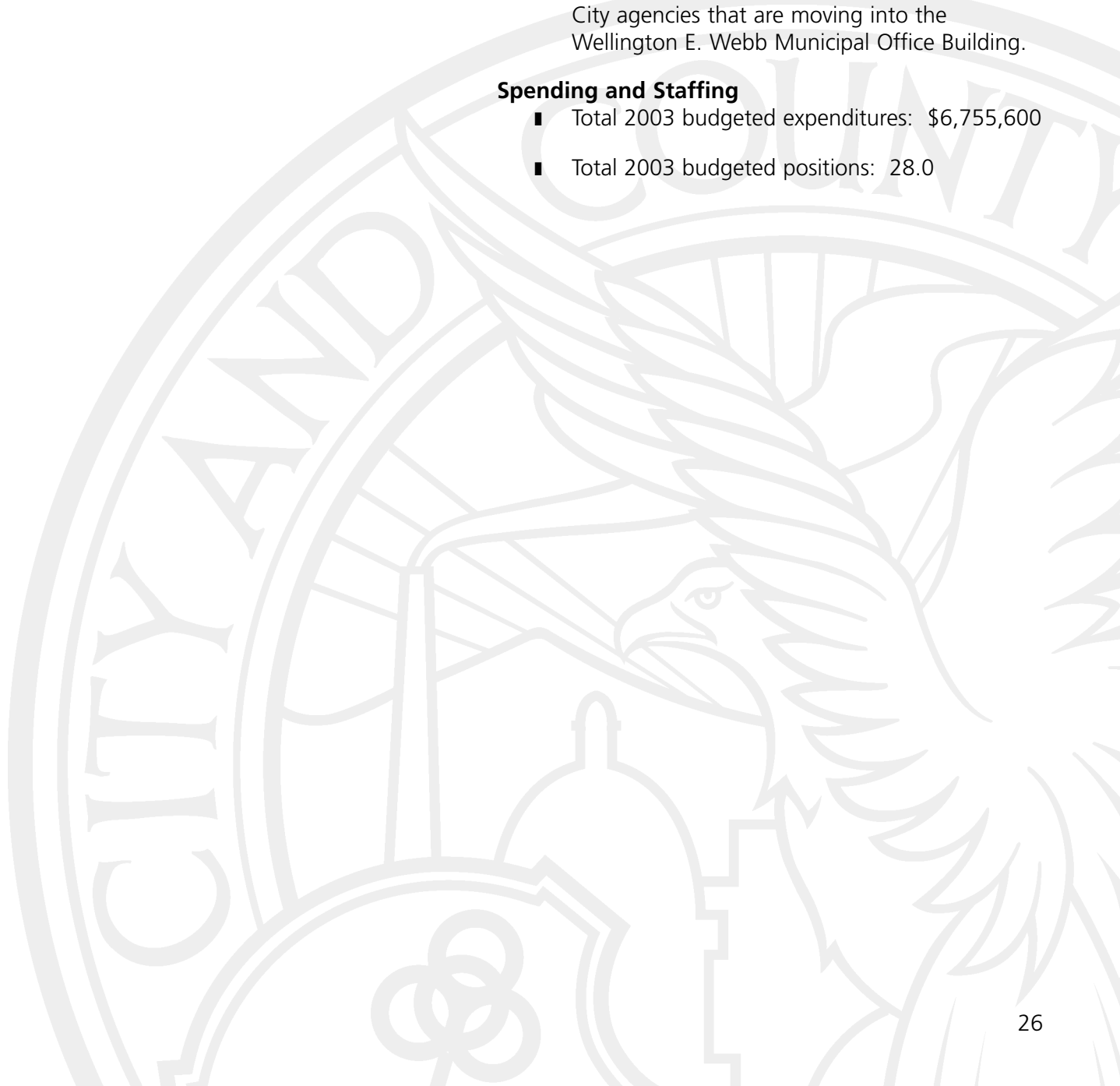
Central Services is an internal service fund that provides production services to other City departments and agencies including typesetting, printing, bindery functions, a quick copy center, mail processing, delivery of interoffice mail, record storage, microfilming services, stationary supplies and copy machine acquisition.

Objectives, Goals, Initiatives

- Provide a wider range of printing options to City agencies by stocking various papers and binders so that printed material will have a more professional look.
- Provide a computerized filing system to City agencies who store files by using a bar scanning system so that files and records will be easier to locate.
- Provide destruction and purging notices on a regular basis for customers storing records.
- Increase the amount of storage to provide greater records management capabilities for City agencies that are moving into the Wellington E. Webb Municipal Office Building.

Spending and Staffing

- Total 2003 budgeted expenditures: \$6,755,600
- Total 2003 budgeted positions: 28.0



Theatres and Arenas Special Revenue Fund

Mission

To create and maintain optimum environments and premier facilities in which to present a wide array of cultural, entertainment, sporting, and public assembly events for the enjoyment of the public and specifically the residents of Denver and the Metropolitan area.

Description

The Theatres and Arenas Special Revenue Fund administers the planning and operation required of the Denver Performing Arts Complex, the Denver Coliseum, and Red Rocks Amphitheatre. In addition it manages the operation of the Art, Culture and Film Office.

Funding for Theatres and Arenas comes from billings for facility rentals, parking, concessions, labor reimbursements and transfers from the General Fund.

The Colorado Convention Center is managed by a private management firm. The management firm collects all revenues generated from activity at the Center and directly pays for all operating expenses. The City, through a transfer to Theatres and Arenas, provides funds to make up the difference between operating expenses and operating revenue.

Objectives, Goals, Initiatives

- Develop a "Red Rocks Live" video series to help promote the venue and its new visitors center.
- Generate a minimum of \$640,000 increased net revenues from the operation of the Red Rocks Visitors Center.
- Finalize an agreement with a local promoter to guarantee a minimum of 10 concerts at the Denver Coliseum that generate a minimum of \$100,000 in net revenue.
- Maintain paid attendance at all venues combined, despite the closure of the Auditorium during its renovation.
- Increase the retention of tenants through the use of multi-year contracts.

Spending and Staffing

- Total 2003 budgeted expenditures: \$15,400,300
- Total 2003 budgeted positions: 63.58

Art, Culture and Film

Mission

To bring world-renowned art into public spaces and strengthen the arts environment in Denver through arts education and cultural and special events; and to enliven Denver's economy by promoting film and television production.

Description

The Art, Culture and Film Office, within the Division of Theatres and Arenas, manages and develops programs that promote art and cultural activities in the City; administers art funding programs; and develops and implements short and long range plans for acquiring, hosting and promoting special events and entertainment for the City. It also supports special events with technical and professional assistance; administers the "One Percent for the Arts" program; curates the City's extensive public art collection; manages and implements Arts in Education programming; and actively recruits and promotes film and television in Denver.

Objectives, Goals, Initiatives

- Complete and commission a significant number of public art pieces through the One Percent for the Arts program

Spending and Staffing

- Total 2003 budgeted expenditures: \$ 877,400
- Total 2003 budgeted positions: 6.58

