



DENVER

GENERAL SERVICES

2018-2021 Strategic Plan

Message from the Executive Director

It is an honor to serve the City and County of Denver and present the 2018-2021 General Services Strategic Plan. The plan is a culmination of several months of input from city leadership, management, front line staff and business leaders in the Denver community.

For the next three years, this plan will be the foundation upon which we make our planning and programming decisions and will provide a guide on how we measure and assess our performance.

General Services is a model agency having been nationally recognized for its purchasing processes and energy management practices. But to be one of the best is simply not enough. We must be nimble and cultivate a culture of accountability, measurement, analyses, innovation and improvement. The practice of asking, not only what did we do, but how did we do it and how could we have done it better, will permeate throughout our workflows and constantly challenge us to move the bar higher.

Measurement will play a key part of this approach through top down, bottom up and internal and external feedback. We will use existing and new outreach and engagement channels to maintain a vital flow of communication with our customers. With new and innovative tools and methodology, we will use data to ensure we are not only meeting our goals and customer expectations but to ensure that critical processes and programs are receiving the resources they need.

Finally, and most importantly, we will build upon the trust of our customers and focus on customer service at every level of General Services. The department and the city would not be successful if it were not for the contractors, consultants, service providers, business partners and other city staff who provide goods and services to our great city. We will be accountable and transparent to those we serve about our decisions and encourage openness to new ideas.

I am confident that our path is one of success through our steadfast determination, commitment to excellence and forward-thinking mindset.

Thank you to the Denver residents, our business partners and all the outstanding staff at the City and County of Denver for your support and confidence in the work of General Services.

Respectfully,

MURPHY F. ROBINSON III
Executive Director

WHO WE ARE

The Department of General Services is comprised three divisions that build the foundation of this great city.



Administration Division manages

- Central Services Office
- Citywide Contracts Office
- Denver Security Office
- Energy Office

Facility Management Division manages

- Over 6 million square feet in over 121 city buildings including custodial services, routine maintenance, project management and capital improvements

Purchasing Division manages

- Purchase orders, bids, contracts, and master purchase orders for all city agencies
- Asset inventory management and surplus sales office
- Approximately \$660 million in annual procurement spend
- Over \$6.5 million in annual city surplus property sales

General Services' Strategic Plan

VISION

To be the foundation for innovative and sustainable solutions for our World Class City.

MISSION

General Services strives to be agile, efficient and effective in delivering services in an ever-evolving environment.

VALUES

- Proactive Communication
- Continuous Improvement
- Service Excellence



Strategies

Customer Experience

Professional solutions that deliver the mile high experience through successful partnerships with our stakeholders.

- Business Practice Process Improvement
- Communication Enhancement
- Facility Safety and Security

Employee Engagement

An engaged culture that empowers a bold and dynamic workforce committed to excellence.

- Career Planning
- Professional Development
- 360° Communication

Financial Performance

Ensure measurable financial impact through responsible and sustainable operational practices at all levels of the agency.

- Priority Based Budgeting
- Financial Competency Training for Employees
- Resource Realignment