Overview
Adrienne Benavidez, Manager of General Services (GS) led the third quarter report out on Peak Performance Review on October 25th, 2012.

Attendees:
Stephanie Adams, Manager of Performance Initiatives (Budget & Management Office)
David Basich, Energy Manager (General Services)
Adrienne Benavidez, Manager of General Services
Amelia Dias Da Silva, City Records Manager (General Services)
Dave Edinger, Chief Performance Officer (Mayor’s Office)
Brendan Hanlon, Executive Manager (BMO)
Nita Henry, CSA Director (Career Service Authority)
Roy Lie, Director of Central Services (General Services)
Scotty Martin, Manager of Business Process Analysis (BMO)
Jim McIntyre, Director of Purchasing (General Services)
Jerry Tinianow, Chief Sustainability Officer (Mayor’s Office)
James Williamson, Director of Facilities Management (General Services)
Adrienne reviewed the Strategic Plan Overview with all attendees.
As of August of 2012, the City has achieved $3,059,644 cost savings in Citywide Purchases. Our goal for 2012 is to reach $3.8 million cost savings on Citywide Purchases. Some of the notable examples of cost savings commodities are shown on the above pie chart.
Mission Metrics – Purchasing
Yearly Cost Savings on Citywide purchases

Continue to stabilize cost savings in Citywide purchases with economic challenges

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<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012 YTD</th>
<th>2013 Projection</th>
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<tbody>
<tr>
<td>Tualatin</td>
<td>$3,190,428.450</td>
<td>$2,244,431.780</td>
<td>$2,030,312.420</td>
<td>$2,930,000,000</td>
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<tr>
<td>Cost Savings</td>
<td>$3,069,662</td>
<td>$3,600,000</td>
<td>$3,069,664</td>
<td>$3,800,000</td>
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Source: 2010-2013 YTD Citywide Purchases Cost Savings

Peak Metrics Report Out

October 26, 2012

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The City has committed to the Better Buildings Challenge, a reduction in Total Energy Use of 20% by 2020 with an annual reduction goal is 2.5% by setting our baseline from the 2011 data. As of August of 2012, the City has achieved 8.5% in energy reduction. According to our historical statistics from the past years, we anticipate achieving 6.5% reduction in energy use by year end of 2012.
Year to date, Facilities Management has completed 10 Deferred Maintenance Projects that were funded through operational budget. 5 more projects are in progress and the remaining projects will be completed by year end. Listed above is a list of the completed and in-progress projects.
Statistics have shown that our Preventive Maintenance, Service, Repairs and Emergencies Work Orders have went down albeit the areas that we maintained have gone up. This also enables us to switch our focus to complete more Deferred Maintenance Projects and continue to maintain the 230 City buildings.
Strategic Goals

- Customer Experience
- Engaged Workforce
- Operational Efficiencies

Denver World Class City
Strategic Goals –

1. Create an engaged workforce by investing in human capital.

**2011 General Services results from CSA Employee Survey**

- **Baseline metrics:**
  - 2011 CSA employee survey

- **Measurement metrics:**
  - 2013 CSA employee survey

- **Metrics:**
  - Increase 3-5% in each category
    (see purple trend line projection)
Strategic Goals –
1. Create an engaged workforce by investing in human capital

- Enhance employee recognition program
- Ensure professional development/career path
- Address individual training needs
- Promote cross training

Engaged Workforce
We continue to enhance employee recognition program by including “Kudos” recognition at quarterly All Staff meetings. Employees of the month were also recognized in Division newsletters.

To promote cross training, we have cross trained all staff in Central Services. Strategic Initiatives staff have been cross trained on Electronic Data Interchange (EDI) and EnergyCAP.
We ensure professional development and training of all employees and reflect same in PEPs. We created career path for non-buyer staff in Purchasing Division through reclassification as Management Analysts; created career path for custodians to Utility Worker (4 positions); and created two career opportunities for two custodial supervisors as Contract Compliance Technician and Facility Maintenance Technician.
To develop and implement General Services communications plan, Purchasing has improved DOT presence with weekly surplus property updates. Records management established DOT presence with various informational tools and interactive on-line tutorials on records inventory assessment and records retention schedules. Central Services is in development of DOT site.
On newsletters and periodic reports publication, Strategic Initiatives published first Year-end Report for 2011; Records Management publishes a monthly newsletter and a program update is also published in CSA’s Employee monthly newsletter; Purchasing publishes quarterly newsletter as well.
To determine customer satisfaction measures, tracking and analysis, Energy Staff have met with 16 different customers to review energy use, utility billing and payments, rate increases. These types of updates occur on a quarterly basis; Records Manager has met with 58 different customers to review overall program updates, interactive web site, inventory program and off-site records reductions efforts. Citywide Records Coordinators Meetings occur on a quarterly basis as well; Facilities Director met with tenant leadership representatives from Public Works, Denver Human Services, Career Service Authority, all police facilities, Budget Management Office and Real Estate. A letter explaining the changes was sent to all tenants; Central Services has met with all direct customers and held a meeting with over 110 customers on procedural updates. Central Services has scheduled a demonstration by vendors of copiers and multi-functional devices in the Webb Bldg. on Dec. 6, 2012. Previously customers had to go to a non-city location to view the demos.
To continue enhancing customer experience, our divisions have introduce more online services. For example: Facilities Management has created property guides for District Courts, County Courts, Sheriff’s Department, City Council Offices and the Mayor’s Offices. They have also continue development of an on-line tenant handbook. Purchasing is working with the City Attorney’s Office on a contract for new bidder platform. Strategic Initiatives continues to promote online EnergyCAP energy tracking service and Records has offers interactive online tutorials on records inventory assessment and records retention schedules.
General Services has completed the first customer survey in July 2012. This survey was sent out to 1,500 internal customers. Noted that questions 1 and 2 of the survey have a possible points of 4 while questions 3 to 5 have possible points of 5. Our goal is to achieve an average point rating of 4 in our next survey in January of 2013.
Strategic Goals –
3. Improve Operational Efficiencies

- improved business process
- complete organizational realignment
- establish benchmarks and utilization of M/WBEs and SBEs
Facilities Management has increased their usage of the INFOR system (Work Order Management System) which had previously been used only for work order assignment and limited analysis. We began implementation of the work order scheduling module which sets out expected time to complete and expected resources needed. This allows staff to better schedule their work and has freed up staff time for projects. Staff members are required to regularly report on work order status. Pilot began with one team but will extend to all teams before the end of the year. Also, Facilities Management began utilization of the Asset Registry module which identifies all building systems (i.e. HVAC, elevators, plumbing, electrical, and fire control systems) in each facility to track and verify preventive maintenance. They began creation of projects database in INFOR to utilize the project management module in INFOR. We will utilize this planning module to track scope, budget and schedules for all deferred maintenance and CIP and Sustainability Fund projects. Facilities Management is in the initial stages of evaluating the current inventory management and necessary improvements.

An analysis of print versus on-line advertising of solicitations was conducted by Purchasing. By publishing only on the Denvergov site, Purchasing estimates savings of 26 personnel hours ($1,300.00) and $950.40 in advertising costs. We have asked for legal review before implementation. Also, Purchasing worked with the Controller’s Office to analyze the request and issuance process for the City’s Travel Card program. Through evaluation of this process it was determined that the processing of requests and issuance conducted by Purchasing were duplicative of the steps taken by the Controller’s Office. As a result, Purchasing will discontinue its involvement in the request and issuance process for the Travel Card.

A City wide print assessment initiated by Central Services is underway. The Assessment will inventory all print and copier devices and analyze usage and placement. The data gathered from the Assessment will be used to recommend strategic acquisition and placement of equipment or elimination of certain devices at end user agency locations. It will also be valuable for use in the development of a new copier RFP in 2014.
Energy Management staff created a Purchase Order process for utility payments paid by Agencies who began receiving a direct appropriation for utility expense. This process improved data accuracy and timeliness of approvals saving 240 personnel hours or $12,000 per year. Besides, Energy Management staff created an Energy Cost Allocation report to improve the efficiency of the billing process. This process improved data accuracy saving 60 personnel hours or $3,000 per year.

The Records Management staff analyzed the inventory and destruction methods and billing under the MPO with our vendor. As a result, processes were implemented that save $20,000 per year in storage costs and $28,000 in destruction fees. Also, Records Management created an inventory database for records inventory at no additional program cost. This system is comparable to the system purchased by the Clerk & Recorder’s Office for their records inventory. Estimated savings at a cost of $50,000 when this software is rolled out to all participating City agencies.
Facilities Management completed a reorganization of its division that included realignment of team building portfolios based on geographic location and history of service work orders which has resulted in less “windshield” time and reduced vehicle needs. They also established a Projects Team to oversee all CIP, Sustainability Fund and deferred maintenance projects. Finally, management of all custodial teams and the administration of the custodial and security contracts was consolidated under one Manager.
Purchasing worked with its staff and CSA to reclassify non-buyer positions as Management Analysts which provided a career path for these employees.
Strategic Goals –
3. Improve Operational Efficiencies – M/WBEs & SBEs Utilization

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<tr>
<th>What have we done?</th>
<th>What are the benefits?</th>
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<tr>
<td>Analyze M/WBE Utilization</td>
<td>Total estimated M/WBE utilization:</td>
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<tr>
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<td>- 6.6 million dollars Direct Business with M/WBE vendors</td>
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<tr>
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<td>- 18.4 million dollars Partnership business with the City awarded vendors.</td>
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M/WBE Utilization

- Direct Business
- Partnerships

2011 Actual: $11.111,325
2012 Estimation: $18,404,637

Peak Metrics Report Out
October 28, 2012
Purchasing has identified 38 additional existing vendors certified as MWBE, accounting for approximately 3 million dollars in 2012 M/WBE spend.
The group will convene in February 2013.