Overview
Adrienne Benavidez, Manager of General Services (GS) led the 2013 first quarter report out Peak Performance Review on February 14, 2013.

Attendees:
Stephanie Adams, Manager of Performance Initiatives (Budget & Management Office)
David Basich, Energy Manager (General Services)
Adrienne Benavidez, Manager of General Services
Dani Brown, Office of Human Resources
Sarah Kurz, Director of Strategic Marketing (Citywide Marketing and Communications)
Amelia Dias Da Silva, City Records Manager (General Services)
Chris Gonzales, Budget & Management Office
Nita Henry, Director (Office of Human Resources)
Derrick Kuhl, Budget & Management Office
Roy Lie, Director of Central Services (General Services)
Kent Lighthall, Budget & Management Office
Beth Machann, City Controller (Department of Finance)
Jim McIntyre, Director of Purchasing (General Services)
Roberta Monaco, Office of Human Resources
Janice Sinden, Chief of Staff (Mayor’s Office)
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.

To align with the Citywide vision: “We will deliver a world class city where everyone matters”, General Services has developed a vision of exceptional, innovative services to power our world class city. General Services provide high quality, value added services to the City’s agencies and departments in support of their respective missions. Achieving a world class city is not a solo act, our role is to play our part in ensuring well maintained, safe facilities along with superior support services.

The four divisions under General Services include Purchasing, Facilities Management, Strategic Initiatives and Central Services. Purchasing facilitates procurement services for more than $230 million in City spend for goods and services and $16 million in spend under the City’s Procurement Card program. City surplus property sales that range from cars and bicycles to jewelry and bison. Facilities Management is responsible for maintenance and repair of facilities and custodial services for 6 million square feet in 126 city buildings. Their goal is to preserve the long term value of the City’s assets, maximize the life of building equipment, conserve energy and meet tenant’s requirement. Strategic Initiatives monitors utilities usage and makes payment of over $28 million in annual utility costs. Sustainability efforts that include oversight and direction of energy audits and retro-commissioning efforts and the Citywide Records Management Program. Central Services provides Citywide business support services including management and liaison services for contracted printing and mail services, and copier vendors.
Mission Metrics:
Besides the three mission metrics that were previously identified in General Services which include: 1) Increase cost savings in Citywide Purchase, 2) Reduce total energy use in utilities, and 3) Address deferred maintenance in facilities, Adrienne mentioned a new mission metric i.e. 4) Reduce single-function printer usage in Central services that will be added in 2013.
Mission Metrics – Central Services
2013 Reduce usage of single-function printing devices based on City-wide assessment

A City wide print assessment will be completed by the end of February 2013. The assessment (at no cost to the City) included an inventory of all print and copier devices, determined usage and mapped 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. The data will also be valuable for use in the development of a new copier RFP in 2014.

An initial printing costs analysis has identified the cost difference between multi-function device (MFD) and single-function device (SFD). For every page of color print from the MFD versus the SFD, it costs the City $0.048 per page versus $0.15 per page. For every page of black and white print from the MFD versus the SFD, it costs the City $0.015 per page versus $0.04 per page. Potential savings will be realized from printing costs, diminishing or replacing of equipments and the maintenance costs of equipments.

Currently, the City has 1,467 SFD, 734 MFD and 302 Other devices that include wide format printer, scanners and fax machines. The 2013 Mission Metrics in Central Services is to reduce usage of single-function printing devices based on the City-wide assessment that will be published in February.
Mission Metrics – Purchasing

In 2012, Purchasing has far exceeded the 3.8 million goal of Citywide purchase savings. A total of $5.3 million actual savings have been captured. For 2013, our goal of Citywide purchase savings is $4.2 million.

[update from Purchasing noted]
Mission Metrics – Purchasing
Cost Savings on Citywide purchases

Continue to stabilize cost savings in Citywide purchases with economic challenges

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Spend</td>
<td>$198,826,485</td>
<td>$224,431,798</td>
<td>$265,312,438</td>
<td>$332,000,000</td>
</tr>
<tr>
<td>Cost Savings</td>
<td>$3,000,052</td>
<td>$3,600,000</td>
<td>$5,308,458</td>
<td>$4,200,000</td>
</tr>
</tbody>
</table>

Source: 2009-2012 Citywide purchases: cost savings
Mission Metrics – Utilities

The second mission metrics is to achieve 20% reduction in City’s building total energy usage by 2020. This metrics is in alignment with the Better Buildings Challenge the Mayor has entered in agreement with President Obama’s initiative. The City could have used the data captured from 2008 as the metrics baseline and could have already achieved the 20% goal. As a result, the 2011 baseline has deemed to be more appropriate and presentable in this effort. A 9.4% actual reduction in total energy usage is captured in 2012. This has far exceeded the progressive annual reduction goal of 5%. Major factor included 10 Energy Conservation Measures implemented as a result of the retro-commissioning process on the 5 buildings with highest energy consumption: 1. The Wellington Webb Municipal Building, 2. Minoru Yasui Building, 3. Lindsey-Flanigan Courthouse, 4. Van Cise-Simonet Detention Center and 5. the City and County Building.

- Total Reduction of Energy: 51,509,539 kBTU (Total yearly decrease in energy Citywide compared to 2011)
- Total Cost-Savings From Retro Commissioning: $103,000 (Combined ECM’s implemented savings)

Denver is the first municipality in Colorado to enter into a Joint Energy Efficiency Program (JEEP) with Xcel. The program will ensure advanced coordination on rebates and established target goals for city energy reduction efforts.
Mission Metrics – Facilities Management

In this mission metrics, Facilities Management focuses on addressing deferred maintenance through increased projects. Below is a list of deferred maintenance projects and areas of maintenance.

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of deferred maintenance projects</th>
<th>Areas maintained</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>3</td>
<td>5,099,885 sf</td>
</tr>
<tr>
<td>2010</td>
<td>0</td>
<td>5,891,206 sf</td>
</tr>
<tr>
<td>2011</td>
<td>5</td>
<td>5,951,206 sf</td>
</tr>
<tr>
<td>2012</td>
<td>28</td>
<td>6,022,846 sf</td>
</tr>
</tbody>
</table>

The projects include:

- Fire alarm antenna upgrades at DFD
- Remote Access to BAS System for the Roslyn Admin Bldg
- Replacement of South Cherry Creek Main Entrance Gate
- Installed new Electric Vehicle charging station at the Water-board Garage
- Steam repair to Permit Center
- Lindsay-Flanigan Courthouse concrete stairs for 2 courthouse delivery areas
- Replacement of 10 Galapago UPS batteries
- Webb building pipe installation
- One Air Handling Unit replacement for the Permit Center
- Installed 9 windows in fire dorm at the Roslyn complex
- Steam repair to Permit Center
- Repair malfunctioning Pressure Reducing Valves for the Detention Facility
- Replace single pane windows at South Cherry Creek Fleet Maintenance Building
- Upgrade parking-lot lights with T-12 motorcycle shop lights at the Roslyn complex
- Replace T-12 lamps and ballasts at district 4 Police station, basement level
- Re-keyed the Roslyn Administration Building
- Replaced carpet and tile for Roslyn Building 8
- Power wash Minoru-Yasui Building, garage and sidewalks
- Power wash Permit Center Building and sidewalks
- Power wash Webb building, garage, sidewalks and completed relamping
- Installed no trespassing signs at 44th/Emerson (OED confiscated property)
- Installed Electric Vehicle chargers at the Cultural Center
- Installed Electric Vehicle chargers at the Denver Performing Arts Complex
- City County Building floor scrubber
- Osage and South Cherry Creek Painting
- Power wash garage door and clean outside lights at the Roslyn complex
- Webb Building window washing
- Permit Center window washing

The goal of the number of deferred maintenance projects for 2013 is eight. Moreover, the focus will be on HVAC and energy conservation projects.
Mission Metrics – Facilities Management

Address Deferred Maintenance

28 Completed Deferred Maintenance Projects

- Fire alarm antenna upgrades at DFD
- Remote Access to BAS System for the Roslyn Admin Bldg
- Replacement of South Cherry Creek Main Entrance Gate
- Installed new Electric Vehicle charging station at the Water-board Garage
- Steam repair to Permit Center
- Lindsay-Flanigan Courthouse concrete stairs for 2 courthouse delivery areas
- Replacement of 10 Galapago UPS batteries
- Webb building pipe installation
- One Air Handling Unit replacement for the Permit Center
- Installed 9 windows in fire dorm at the Roslyn complex
- Steam repair to Permit Center
- Repair malfunctioning Pressure Reducing Valves for the Detention Facility
- Replace single pane windows at South Cherry Creek Fleet Maintenance Building
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### Mission Metrics – Facilities Management

**Address Deferred Maintenance**

Facilities Management work order analysis*  

<table>
<thead>
<tr>
<th></th>
<th>2010 (No. of WO)</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventive Maintenance</td>
<td>6,945</td>
<td>8,699</td>
<td>7,714</td>
</tr>
<tr>
<td>Service</td>
<td>2,434</td>
<td>2,588</td>
<td>2,072</td>
</tr>
<tr>
<td>Repairs</td>
<td>3,278</td>
<td>3,730</td>
<td>4,075</td>
</tr>
<tr>
<td>Deferred Maint. Projects</td>
<td>0</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td>Emergencies</td>
<td>1,092</td>
<td>976</td>
<td>900</td>
</tr>
<tr>
<td>Areas maintained*</td>
<td>5,891,206 sq ft.</td>
<td>5,951,206 sq ft.</td>
<td>6,022,846 sq ft.</td>
</tr>
</tbody>
</table>

*Updated through December 31st 2012
Strategic Goals

The three Strategic Goals that General Services focus includes: 1. Create and engaged workforce by investing in human capital, 2. Increase customer satisfaction and 3. Improve productivity through organizational realignment and business process improvement.
Strategic Goals –
1. Create an engaged workforce by investing in human capital

Tactics:
✓ enhance employee recognition program
✓ promote cross training
✓ address individual training needs
✓ ensure professional development and create career paths for current employees
Strategic Goals – Engaged Workforce
Increase 2013 employee engagement results by 3-5% in the following category: 1. Job satisfaction, 2. Go the extra mile, and 3. Overall commitment.

An enthusiastic and engaged workforce will drive innovation and move General Services forward. Assisting employees to gain the skills and knowledge to increase their contributions will increase their impact on a positive work environment. Employee engagement is a critical management practice that will allow us to best utilize the skills of General Services employees as a powerful force for growth. With an engaged workforce we will ensure that our service delivery is undertaken in the most efficient, innovative and sustainable manner possible.
Strategic Goals:
1. Create an engaged workforce by investing in human capital - continue to enhance employee recognition program

“Kudos” recognition at quarterly All Staff meetings. (More than 40 were recognized) Employees of the month also recognized in Division newsletters. A Strategic Initiatives Division team and a Purchasing buyer were recognized with 5281 Awards in 2012.
Strategic Goals:

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

2012 Goals

- Address individual training needs
  - Individual training needs addressed on all employees’ Performance Enhancement Plan (PEP) and Performance Enhancement Plan Report (PEPR).
  - 92% of General Services employees have completed training and developmental assignment.

- Ensure professional development and create career paths for current employees
  - In Facilities Management, we have created career paths for Custodians to Utility Workers.
  - In Purchasing, we reclassified the non-buyer positions to Management Analysts for employees who have been performing analytical work.
  - We continuously encourage and advertise internal promotions as a first option.

2012 Achievements

- 100% of employees’ training needs addressed in their PEP.
- Purchasing, Central Services, and Strategic Initiatives completed 100% of training and developmental assignments. Facilities Management completed 66% of training and developmental assignments.
- In Facilities Management promoted 4 positions to Utility Workers, and 1 Utility Crew Supervisor.
- In Purchasing, completed reorganization in April; 3 positions reclassified into Management Analysts.
- Department wide we promoted 13 of 19 total General Services positions internally.

Created career path for non-buyer staff in Purchasing Division through reclassification as Management Analysts; (reclassified 3 positions to management analysts)

Created career path for custodians to Utility Worker (4 positions were competed internally and selected in Dec. 2012)

Created two career opportunities for two custodial supervisors as Contract Compliance Technician and Facility Maintenance Technician

Cross trained 80% of staff in Central Services; and Strategic Initiatives staff have been cross trained on EDI and EnergyCAP
Strategic Goals – 2012
2. Increase customer satisfaction

Tactics:
✓ Publish newsletters and periodic reports to educate our customers and pass along critical data on all functions of General Services
✓ Increase the number of customer ‘touches’ (personal visits with customers to assess their needs and satisfaction levels)
✓ Initiate department customer satisfaction survey
✓ Revamp website including DOT presence
✓ Introduce online service (e.g. online tenant handbooks, electronic records management system, improved bidder platform, etc.)
Strategic Goals
2. Increase Customer Satisfaction - Develop and implement General Services communication plan.
- Facilities on-line tenant handbook is under final review and should be on DOT by June 2013.
- 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 intranet DOT site is planned to go live by April 1, 2013.
Strategic Goals

2. Increase Customer Satisfaction – continued

2012 Goals

- Develop and implement General Services communication plan.
- Strategic Initiatives Published first Year-end Report in March 2012 and SI is on track to publish the 2012 report in March 2013.
- Records Management publishes a monthly newsletter and a year-end report and a program update is also published in CSA’s Employee monthly newsletter
- Purchasing publishes quarterly newsletter
- Facilities created property guides for District Courts, County Courts, Sheriff’s Department, City Council Offices and the Mayor’s Offices. These guides are the template for the on line tenant handbook.
Strategic Goals
2. Increase Customer Satisfaction - Determine customer satisfaction measures, tracking and analysis.

- Energy Staff met with 26 different customers to review energy use, utility billing and payments, rate increases. Updates occur on a quarterly basis.
- Records Manager met with 280 different customers to review overall program updates, interactive web site, inventory program and off-site records reductions efforts. Meetings occur on a quarterly basis.
- Facilities Director met with tenant leadership representatives and external partners to discuss and inform them of changes resulting from the reorganization. Meetings were held with Public Works; DHS; CSA; all police facilities; BMO, Finance and Real Estate; Fleet; Tech. Services; HSS Security and North American Properties. A letter explaining the changes was sent to all tenants.
- Central Services has met with 80 individual customers and held a meeting on 10/12 with over 110 client agency representatives on procedural updates.
- Central Services hosted a demonstration by vendors of copiers and multi-functional devices in the Webb Bldg. on Dec. 6, 2012. Previously demos were held off site and only a limited number of customers were able to view the copiers before leasing decisions were made.
- A department wide customer satisfaction survey was sent to clients in July 2012 and in January 2013 to gauge service levels. Strategic Initiatives also sent out a survey to its Division clients in December 2012.
Strategic Goals

2. Increase Customer Satisfaction - Develop and implement General Services communication plan.

- Facilities created property guides for District Courts, County Courts, Sheriff’s Department, City Council Offices and the Mayor’s Offices. These guides are the template for the online tenant handbook.

- Purchasing completed contract with Bidnet for the new bidder platform which is estimated to be launched on March 15, 2013.
Strategic Goals
2. Increase Customer Satisfaction – continued

2012 - Establish baseline metrics:
July 2012 GS customer satisfaction survey: Avg. rating: 3.69

2013 - Measurement metrics:
2013 Goal For Avg. rating: 4.0

2013 - Metrics result:
Jan 2013 GS customer satisfaction survey: Avg. rating: 3.83

Strategic Goals
2. Increase Customer Satisfaction
General Services has delivered its second survey in January 13, 2013. The survey has not reached the goal for average rating of 4.0 due to a recent survey that the Strategic Initiatives Division has published in December of 2012. The January survey has sent out to over 1,500 recipients and 129 responses were received. An average rating of 3.83 was captured from the January customer satisfaction survey.
Strategic Goals – Improve Operational Efficiencies

Strategy: Optimize workflow and remove waste and redundancies in business processes [by optimizing our workflow and removing waste and redundancies we increase the value of our services. We challenge our staff to work smarter to increase efficiencies and maximize the quality of our service. We will accomplish this through continuous process improvement and in most work units a review and realignment of staff resources to ensure the most efficient and productive service delivery.]

The following tactics will be used to analyze this strategy:
1. Analyze 3-5 business processes for improved efficiencies in each division.
2. Complete organizational analysis and realignment as appropriate in each division.
3. Establish benchmarks and increase utilization of M/WBEs and SBEs
Strategic Goals
3. Improved Operational Efficiencies – Business Process Improvement (BPI)

Facilities Maintenance:

- Increased their usage of the INFOR system which had previously been used only for work order assignment and limited analysis.
- 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.
- Completed Verification of the Asset Registry (VAR) which identifies all building systems (i.e. HVAC, elevators, plumbing, electrical, and fire control systems) in each facility to track and verify preventive maintenance. All trades staff and supervisors have received training on planning, data gathering and implementation of the VAR.
- Created and began utilization of a projects database in INFOR to utilize the project management module. The planning module to track scope, budget and schedules for all deferred maintenance and CIP and Sustainability Fund projects. All managers, supervisors and ASA staff received 6 hours of instruction on use of the module.
- Initiated an evaluation of our current inventory management through a contracted vendor. We are evaluating the information and will devise a comprehensive inventory management program in 2013.

Purchasing:

In the process of analyzing their Surplus Process, Purchasing has defined the “as-is”
Strategic Goals –
3. Improve Operational Efficiencies – B.P.I. - continued

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>2012 Goals</th>
<th>2012 Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy Management staff created a Purchase Order process for utility payments paid by Agencies who began receiving a direct appropriation for utility expense. The agencies included Golf, Arts &amp; Venues, Wastewater and Human Services. This process improved data accuracy and timeliness of approvals saving 240 personnel hours or $12,000 per year.</td>
<td>Created Purchase Order Process for Utility payments</td>
<td>Saved 240 personnel hours or $12,000 per year, improved data accuracy and timeliness of approvals. Completed for Golf, Arts &amp; Venues, Waste Water and Human Services</td>
</tr>
<tr>
<td>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.</td>
<td>Enhanced the compilation of the cost allocation report as a result of utility database upgrade</td>
<td>Saved 60 personnel hours or $3,000 per year and increased accuracy of data.</td>
</tr>
<tr>
<td>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. 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 &amp; Recorder’s Office for their records inventory at a cost of $50,000. Significant achievements were realized by Records management including: Capture of 32.5% reduction in off-site storage costs equivalent to $28,667; 130 boxes of records have been withdrawn from the off-site storage facility resulting from a partnership program with the DEH and Finance 75% of which were deemed past retention or duplicate; 346 boxes of records were destroyed on-site at city buildings the equivalent of 415 cubic feet or 50 square feet of office space; 1,481 boxes of records have been destroyed at the off-site storage building equivalent to 4.6% of the storage space in off-site storage or $2,100.00; and 7,500 cubic feet of space was cleared out as a result of a partnership program with the PW and the Capital Projects Management section initiative to inventory and digitize their capital project files equivalent to 900 square feet of office space.</td>
<td>Streamlined Utility Rebate Tracking</td>
<td>Under the new tracking system, rebates which were previously allocated the year after receipt are now immediately deposited into a sustainability fund to be used for quick investment to further improve City facilities. $409,788 has been collected and programmed in 2012. These projects are estimated to save approx. $43,600 per year in utilities expenses. Also, $48,000 in rebates will be collected from these projects. Denver was the 1st municipality in Colorado to enter into a Joint Energy Efficiency Program (JEEP) with Xcel. The program will ensure advanced coordination on rebates and establishes target goals for city energy reduction efforts.</td>
</tr>
<tr>
<td>Audited Citywide Master Purchase Order for document storage and destruction</td>
<td>Analyzed inventory control methods with MPO vendor. Implemented processes that will result in savings over a 5 year time-span of $20,000 in storage and $28,000 in destruction fees, an average 11% cost savings on the contract annually.</td>
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</tr>
<tr>
<td>Developed home grown records inventory databases for Citywide agencies</td>
<td>Created on-line inventory assessment tutorial. Developed home grown records inventory databases. Estimated savings of $50,000 based on a comparable market price records tracking system.</td>
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</tr>
</tbody>
</table>
Strategic Goals
3. Improve Operational Efficiencies – Complete organizational analysis and realignment as appropriate in each division.
- 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.

The realignment was designed to improve the services to the tenants and occupants of the 126 buildings we manage. Our goal is also to improve the level of repair and maintenance on all building systems; provide a higher level of customer service to all agencies we serve; become more involved and in control of Capital Improvement Projects (CIP) and Deferred Maintenance Projects (DMP); and reduce costs through redistribution of both staff and building assignments.

-Specific benefits include:
  - Re-organizing our teams by geographic locations greatly reduced travel time to our job sites allowing more time on actual repair and maintenance.
  - We reorganized our custodial management team to provide for consistent processes at all of our facilities. This ensures a facility does not incur a decrease in service during sick or vacation time of staff and will also provide standardized services for all City Buildings. We created a Utility Crew to handle the high level event set-ups and other building work. We created a Projects Manager position to manage and oversee all deferred maintenance and Capital Improvement Projects in the buildings.

- 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

<table>
<thead>
<tr>
<th>2012 Goals</th>
<th>2012 Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyze M/WBE Utilization in G5 addressable spend</td>
<td>Working to identify and determine M/WBE vendors, but have not completed that process yet.</td>
</tr>
<tr>
<td></td>
<td>We have identified $20 million dollars in M/WBE spend in 2012.</td>
</tr>
<tr>
<td>Increase M/WBE utilization by 5%</td>
<td>- Developed a process to report on M/WBE utilization primarily through research in Dun and Bradstreet</td>
</tr>
<tr>
<td></td>
<td>- Reviewed 11,116 vendors and identified a total of 794 additional M/WBE vendors for 2012.</td>
</tr>
</tbody>
</table>

Dollars Utilized M/WBE and SBE

- 2011: 19 million
- 2012: 20 million
General Services – 2013 Strategies

Engaged Workforce:
- Focus on professional training, including grant-writing/research and RMGPA certification for buyers
- Revamp & promote employee recognition program
- Continue development of PEP’s with a focus on professional development

Customer Satisfaction:
- Expand DOT presence to include all divisions, and update existing divisions.
- Complete online tenant-handbook by June 2013.
- Develop & implement customer service survey via INFOR
- Implement department wide annual customer survey
- Maintain or increase direct customer meetings

Improve Productivity:
- Initiate street-light task force program
- Establish water usage data baseline
- Develop recyclables & solid waste tracking method
- Consolidate FAC/recommissioning process
- Initiate assessment of generator usage
- Inventory management program implementation
- Complete analysis of print assessment and set goals
- Initiate City-wide scanning assessment
- Launch BIDNET tool, March 15, 2013
- Analysis of E-Commerce platforms
- Revise safety manual, implement initial safety training
- Develop Accounts Payable/PCard enhancements

- Complete online tenant-handbook
- Develop & implement customer service survey
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- Complete online tenant-handbook
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The attendee will reconvene an update in the next quarter.