



**DENVER**  
THE MILE HIGH CITY

# General Services

2020 Budget

## VISION

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

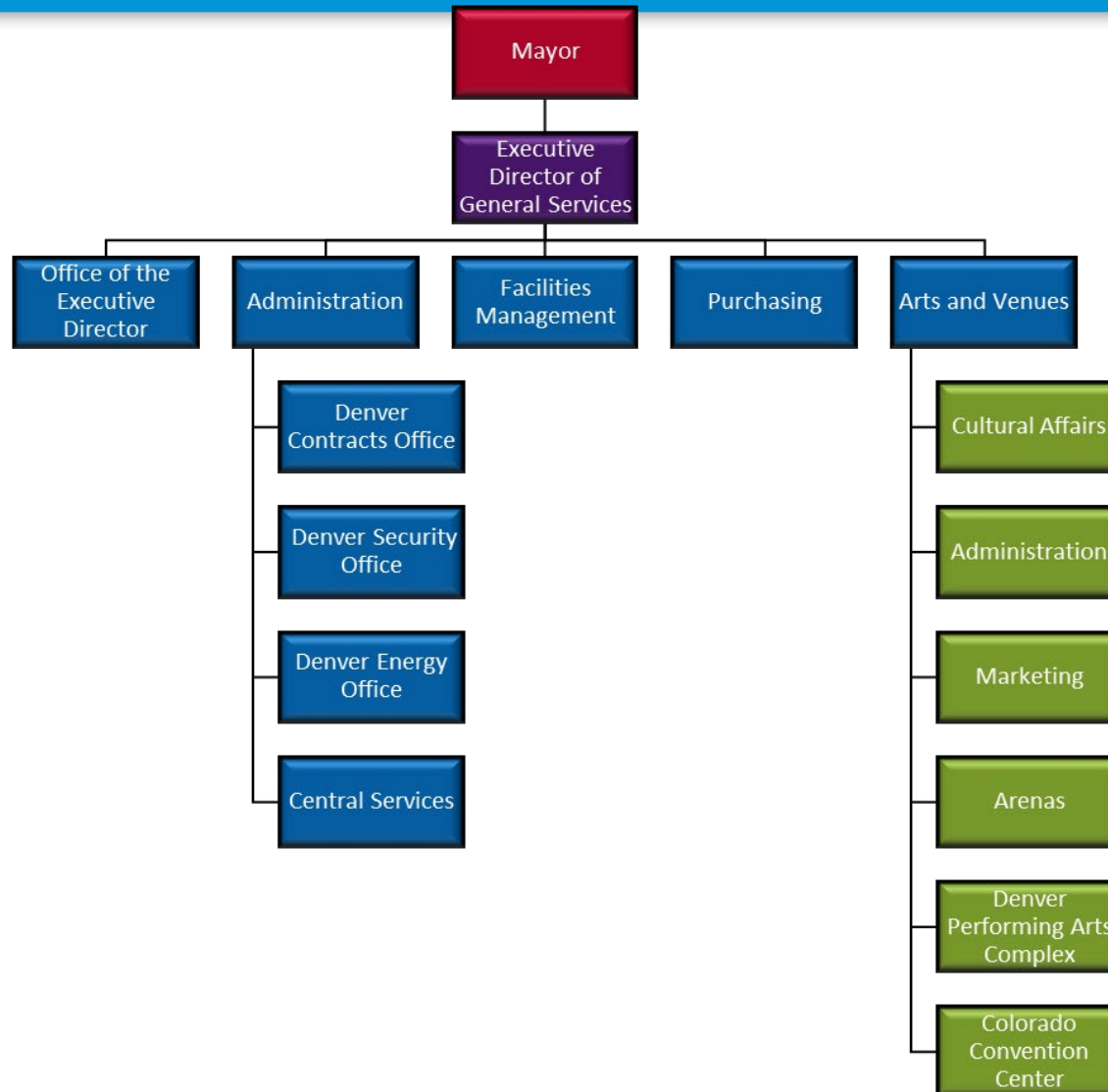
## MISSION

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

## VALUES

- Proactive Communication
- Continuous Improvement
- Service Excellence

# Overview of Divisions



## 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

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

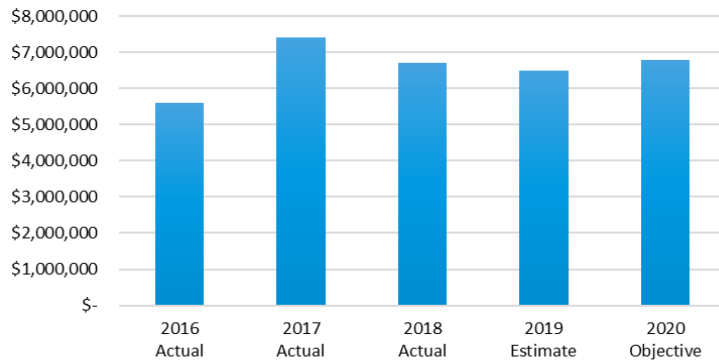
*Purchasing Division* manages

- Purchase orders, bids, contracts, and master purchase orders for all city agencies
- Asset inventory management and surplus sales office
- Approximately \$330 million in annual procurement spend
- Over \$10 million in annual city surplus property sales

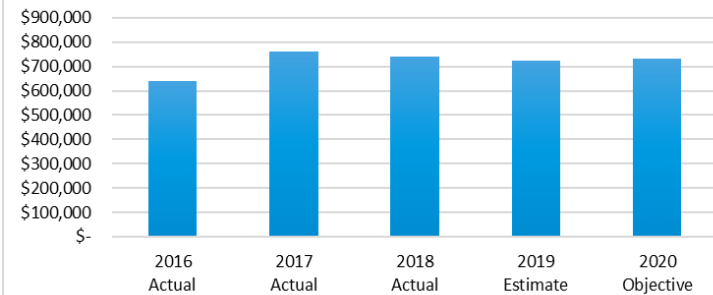


# Key Strategic Metrics

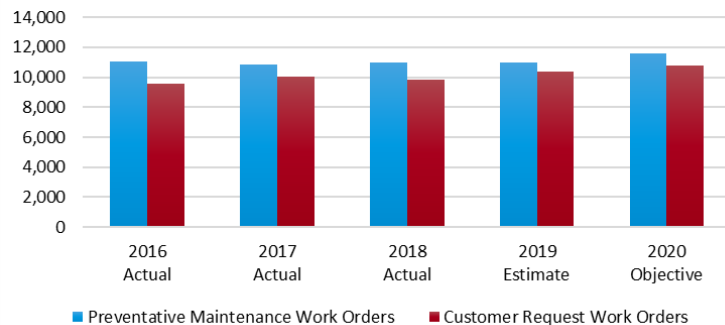
**Surplus Property Revenue**



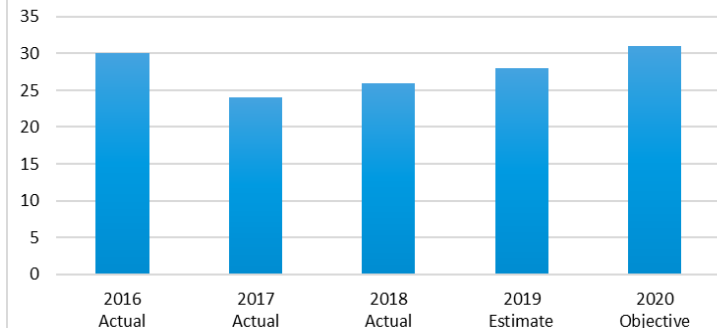
**Master Purchase Orders and Credit Card Rebates**



**Preventative Maintenance and Customer Request Work Orders Completed**

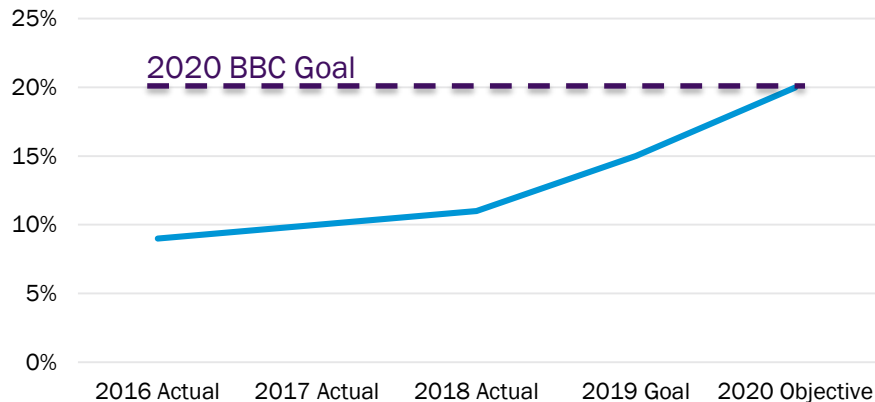


**Completed Deferred Maintenance Projects**

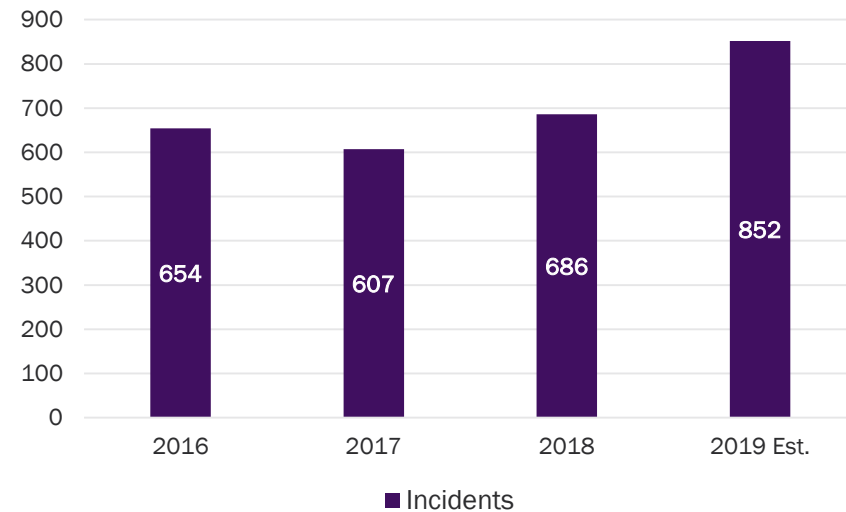


# Key Strategic Metrics

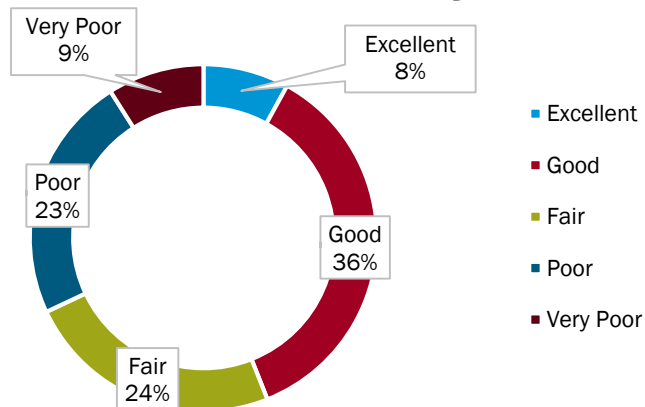
## Citywide Energy Reduction



## Security Incidents



## Facility Condition Index – CCD Infrastructure Analysis



# Xcel Steam Rate Increase

Expenditures	Revenues	FTE	Duration
\$425,000	\$0	n/a	Permanent

Through the Public Utilities Commission approval process, Xcel's steam rate increase goes into effect October 1, 2019. Analysis shows an approximate \$425,000 shortfall in 2020 based on 2018 usage and demand.

2019 Average Rate  
**\$180,379/month**

**Total Cost 2019 (est.)**  
**\$2,164,558**

2020 Average Rate  
**\$215,693/month**

**Total Cost 2020 (est.)**  
**\$2,588,322**



# Professional Service Contracts: Utility, Security Personnel & Janitorial

Expenditures	Revenues	FTE	Duration
\$340,000	\$0	n/a	Permanent
\$1,000,000	\$0	n/a	Permanent

New city facilities require the city to increase funding for utility/energy costs and professional service contracts. Facilities with expanded operations also require expansion of services. This funding allows the city to meet its obligations and maintain a clean, safe and healthy environment for Denver employees and residents to conduct business.

**6** New Operational  
Service Facilities

**21** Expanded Operational  
Service Facilities

# Off-Duty Police Officers: Safety and Security

Expenditures	Revenues	FTE	Duration
\$120,000	\$0	0	Permanent

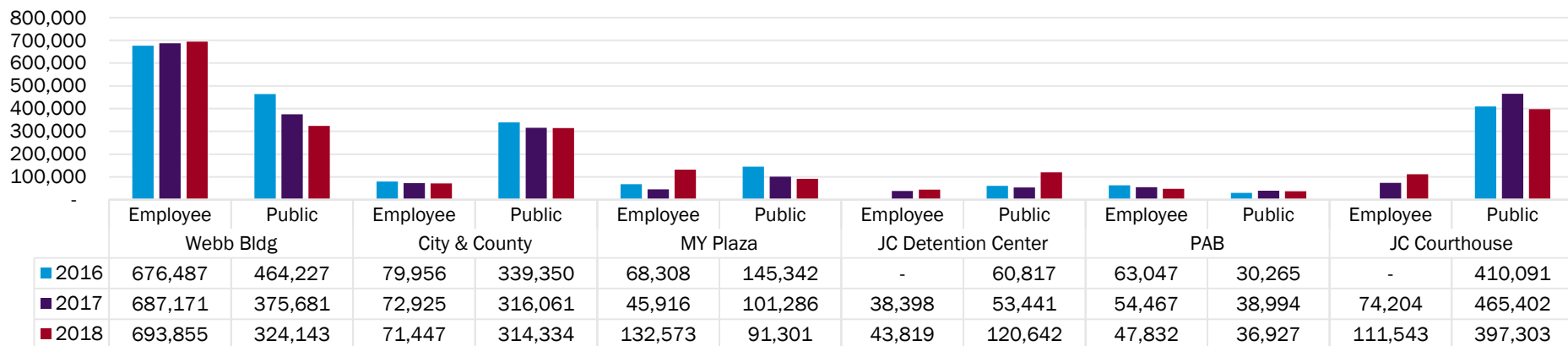
There have been an elevated number of security incidents within city facilities. This will allow for the deployment of off-duty police officers as needed for city facilities and for city events.

## 2,385,719

Annual Traffic for Highest Volume Buildings

Annual Traffic By Building

■ 2016 ■ 2017 ■ 2018



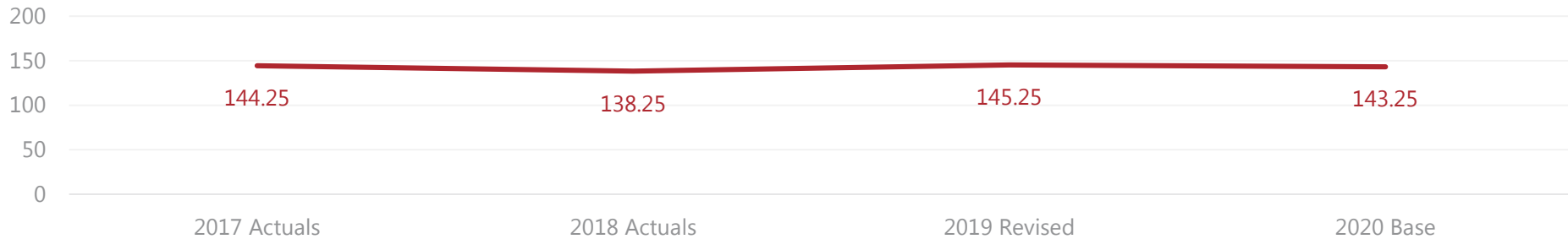
# Reduction Summary

Description	Amount
Administration: Training and Professional Services	(\$115,375)
Purchasing: Professional Services	(\$64,000)
Purchasing: Subscriptions, Travel, Training, Supplies	(\$36,700)
Office of the Executive Director: Professional Services, Travel, Training, Clothing	(\$109,500)
Facilities Maintenance: 8 Vacant Custodial FTE	(\$396,173)
Facilities Maintenance: Professional Services	(\$150,000)
Facilities Maintenance: Cleaning Supplies	(\$15,000)
<b>Total</b>	<b>(\$886,748)</b>

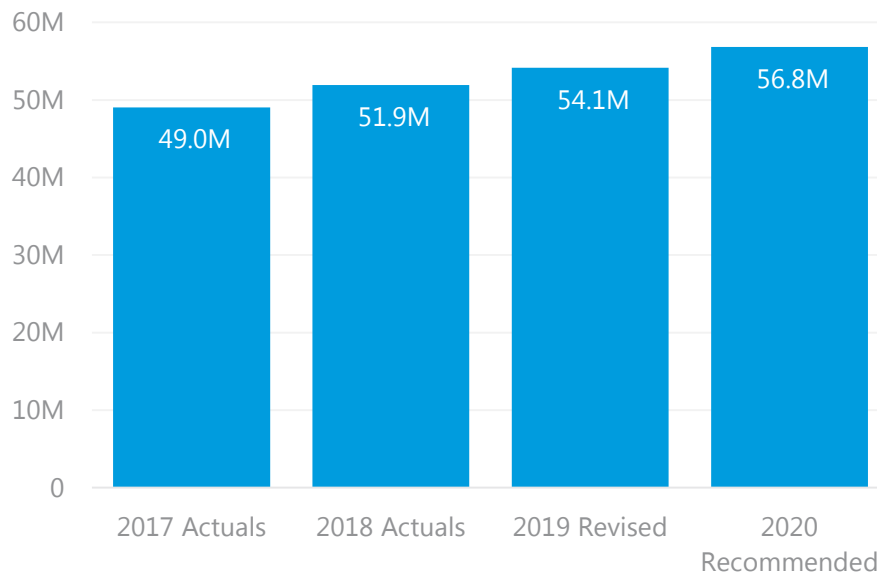


# Department of General Services General Fund Expenses, Revenues, and FTEs

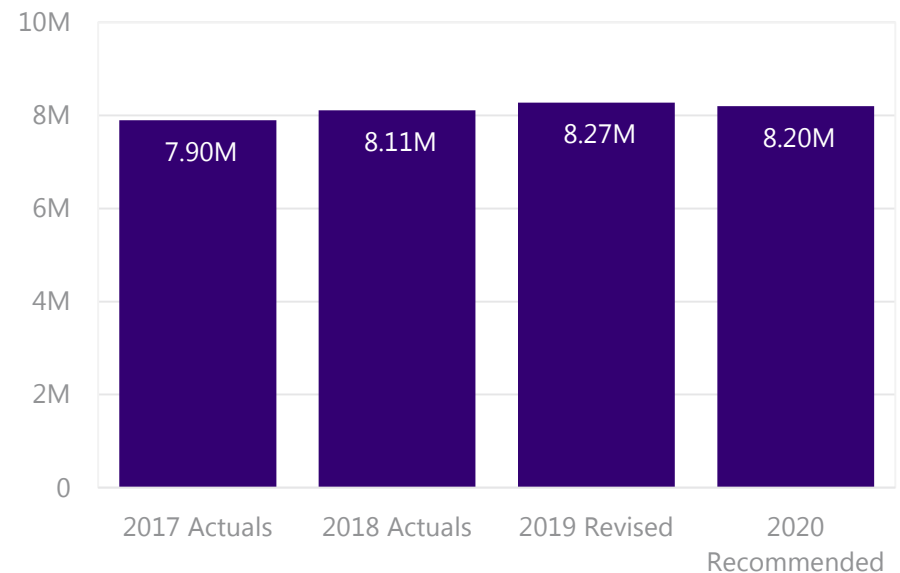
Total FTE



Total Expenses



Total Revenues



General Services Initiative	Community Benefit	Community Impact (Burden)	Reduce gaps in race and ethnic outcomes
Minority- and Women-Owned Business Enterprises	<ul style="list-style-type: none"><li>• Helping a larger, more diverse field of businesses compete for government contracts is an important way that we help minority and women-owned businesses grow and increase their revenues</li><li>• General Services contracts and projects include these best practices</li></ul>	<ul style="list-style-type: none"><li>• Access to resources to become certified</li><li>• Lack of city business opportunities in certain market sectors</li></ul>	<ul style="list-style-type: none"><li>• Enterprises can gain certifications and access many additional opportunities</li><li>• Paradigm shift in how the city approached and work with firms</li></ul>

## Goal

- Achieve **100% renewable electricity** for **256** City and County of Denver municipal buildings by **2025**.

## Progress to Date

- Currently, **20%** of municipal buildings are powered by renewable electricity.

## Xcel Energy Renewable Energy Coordination Programs

- Renewable Connect – **11.1 GWh** of renewable energy
- Solar Rewards – **1.5 GWh** of renewable energy
- Solar Rewards Community – **8.7 GWh** renewable energy

## Energy Service Contracts (ESCOs) - \$1.7 million

- 2 awards will be granted in Q4

## Financing Alternatives

- **Collaboration with city partners** on funding sources
- **Tax-Exempt Lease Purchase (TELPS)** - Equipment financing that uses the equipment as collateral
- **Certificates of Participation (COPS)** - Financing that uses the building as collateral

## Internal Energy Performance Meetings

- Education, training, trend analysis, efficiency collaborations and solutions for city facilities
- Culminate in capital requests through CIP FIT program to produce energy savings