

**Appendix I  
Continuous Improvement Program Update**

**2020 Continuous Improvement Program Initiatives**

**Table 1 – Continuous Improvement Initiatives by Benefit Type**

	Service (Sub-Service)	Initiative Name	Primary Type of Improvement Benefits to be Achieved					
			Improved Quality	Reduced Wait time	Improved Client Experience	Improved Employee Engagement	Environmental Benefit	Cost Savings / Avoidance
<b>Strategic Plan Area of Focus: Living</b>								
1.	Early Years and Child Care	Programing Divestment						✓
2.	Early Years and Child Care	Fee Subsidy Family Composition Policy				✓		✓
3.	Early Years and Child Care	Fee Subsidy Reducing Value of Overpayments	✓			✓		✓
4.	Housing Support	Rent Supplement and Housing Allowance Landlord Payment			✓	✓	✓	
5.	Income Support	Reloadable Payment Cards			✓		✓	
6.	Long Term Care	Optimizing Infrastructure Project Timelines	✓	✓	✓	✓		
7.	Long Term Care	End-of-life Care Conferences at Peel Manor	✓		✓	✓		
8.	Long Term Care	Pressure Ulcer Incidence at Sheridan Villa	✓		✓			
9.	Long Term Care	Point-of-Care Documentation at Malton Village	✓		✓	✓		
10.	Paramedics	Scheduling Modernization Review			✓	✓		
11.	TransHelp	Electronic Passenger Update	✓		✓	✓	✓	✓
12.	TransHelp	Virtual Assessments	✓	✓	✓		✓	✓
13.	TransHelp	IVR Expansion			✓			✓
<b>Strategic Plan Area of Focus: Thriving</b>								
14.	Land Use Planning	Business Intelligence – Community Profile Dashboards	✓		✓	✓		

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			Improved Quality	Reduced Wait time	Improved Client Experience	Improved Employee Engagement	Environmental Benefit	Cost Savings / Avoidance
15.	PW All Services	Capital Construction Management Initiatives			✓			
16.	Roads and Transportation	Stormwater Systemwide Environmental Compliance Approval	✓	✓			✓	✓
17.	Roads and Transportation	Noise Wall Complaints	✓	✓	✓			✓
18.	Roads and Transportation	Electronic Locates Process					✓	✓
19.	Wastewater	City of Brampton Stormwater Billing					✓	✓
20.	Wastewater	Co-Generation of Heating Power					✓	✓
21.	Wastewater	Hydraulic Turbine Power Generation					✓	✓
22.	Water Supply	Excess Soil Diversion to Jim Tovey Lakeview Connection					✓	
23.	Water Supply	Remote Meter Reading						✓
<b>Strategic Plan Area of Focus: Leading</b>								
24.	Asset Management (Real Property and Asset Management)	Pumping System Replacement	✓					✓
25.	Asset Management (Real Property and Asset Management)	LED Retrofits	✓					✓
26.	Asset Management (Real Property and Asset Management)	Power Generator Consolidation	✓					✓
27.	Corporate Governance (Legal Services)	External Legal Resources Management		✓				✓
28.	Financial Management (Business and Financial Planning)	Capital Project Close-out Improvement	✓	✓	✓		✓	✓

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			Improved Quality	Reduced Wait time	Improved Client Experience	Improved Employee Engagement	Environmental Benefit	Cost Savings / Avoidance
29.	Financial Management (Corporate Finance)	Energy Procurement Initiative		✓				✓
30.	Financial Management (Treasury Services)	Custody and Performance Calculations Platform Implementation	✓	✓	✓	✓		✓
31.	Information and Technology (Information Management)	Implementation of Common Intake and Prioritization	✓			✓		
32.	Information and Technology (Information Technology)	Live Chat			✓			
33.	Information and Technology (Information Technology)	Call Back Options	✓		✓			✓
34.	Workforce (Human Resources)	Total Rewards Education	✓			✓		✓
35.	Workforce (Human Resources)	On-boarding Process			✓	✓		
<b>Initiatives Specifically Related to Covid-19 Response</b>								
36.	Long Term Care	Recruitment Process		✓	✓			
37.	Infectious Disease Prevention	Technology Enhancements for Case and Contact Mgmt.	✓		✓	✓	✓	
38.	Waste	Education and Outreach to Students		✓		✓	✓	
39.	Corporate Governance (Regional Clerks)	Electronic Freedom of Information Initiative	✓	✓				✓
40.	Financial Management (Procurement)	E-Bonds		✓	✓		✓	✓

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**Table 2 – Continuous Improvement Initiatives Details**

	<b>Service (Sub-Service) / Initiative Name</b>	<b>Business Issues Being Addressed</b>	<b>Benefits Realized</b>	<b>Comments</b>
<b>Strategic Plan Area of Focus: Living</b>				
1.	<b>Early Years and Child Care (EYCC)/</b> Programming Divestment (Q3 2020-Q1 2021)	To align with the EarlyON service delivery model, EYCC is redirecting its efforts and resources to deliver Peel Infant Parent Program (PIPP) and Learning in Our Neighbourhood (LION) programming through EarlyON.	<ul style="list-style-type: none"> <li>• \$639K cost avoidance in redirecting funds to EarlyON system enhancements which will benefit all families attending EarlyON programs</li> <li>• PIPP and LION programs are continuing in the community through EarlyON programming.</li> </ul>	Without divestment measures and redirection of public funds into EarlyON, a request to Council for more funding for 2021 would have been required.
2.	<b>Early Years and Child Care/</b> Fee Subsidy Family Composition Policy (Q2 2019)	To ensure that families are approved for the appropriate amount of childcare fee subsidy based on the correct family status.	<ul style="list-style-type: none"> <li>• Estimated \$450K in cost avoidance in 2020 (Family Composition Policy implemented in April 2019)</li> </ul>	
3.	<b>Early Years and Child Care/</b> Fee Subsidy Reducing Value of Overpayments (Q1 2020)	Opportunity to reduce overpayments by ensuring appropriate fee subsidy is being paid based on eligibility and that overpayments are applied only in appropriate circumstances.	<ul style="list-style-type: none"> <li>• Cost avoidance of \$1.7M in reduced overpayments in 2020.</li> </ul>	Reduction in overpayments is related to policy and practice changes, increased management oversight and COVID -19. Mitigated the need for an increase to the budget for 2021.
4.	<b>Housing Support/</b> Rent Supplement and Housing Allowance Landlord Payment Process (Q1 2020)	Current process has a number of manual and time intensive tasks that can be streamlined.	<ul style="list-style-type: none"> <li>• Reduced privacy risk by eliminating personal client information in emails</li> <li>• Eliminated the need to print large documents for review and handwritten adjustments.</li> <li>• Improved role clarity among four business units involved in the process</li> </ul>	
5.	<b>Income Support/</b> Reloadable Payment Cards (Q2 2019 – Q2 2020)	Ontario Works recipients had to come to Regional offices to receive benefits and incur costly cheque processing fees.	<ul style="list-style-type: none"> <li>• Transitioned from paper cheques to a monthly reloadable payment card with 810 clients since launch</li> <li>• Improved client satisfaction by avoiding cheque cashing fees of \$3-\$10 per cheque</li> <li>• Reduced number of paper cheques by 75%.</li> </ul>	Cost saving will be realized in 2021 when staffing levels change as a result.
6.	<b>Long Term Care/</b> Optimizing Infrastructure Project Timelines (Q1 – Q4 2019)	Projects relating to infrastructure or the built environment are taking a long time to implement from initial problem identification.	<ul style="list-style-type: none"> <li>• Vendor selection and management processes were enhanced by completing request for proposals (RFPs) instead of request for tenders or quotes and developing vendor contracts to avoid repeat procurements</li> <li>• One infrastructure project</li> </ul>	Use of contracts speeds up completion of projects by avoiding need for separate, repeat procurements for each LTC facility project.

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	<b>Service (Sub-Service) / Initiative Name</b>	<b>Business Issues Being Addressed</b>	<b>Benefits Realized</b>	<b>Comments</b>
			was completed in 12 months as compared to 16 months previously	
7.	<b>Long Term Care/</b> End-of-life Care Conferences at Peel Manor (Q1 – Q4 2019)	Only a third of Peel Manor residents who have declining health and pass away have an end-of-life care conference. This hinders the ability to provide timely, person/family-centre palliative care.	<ul style="list-style-type: none"> <li>• Assessment tool supports detecting early signs of palliative/ end-of-life care needs</li> <li>• End-of-life care conferences increased by 50%; reduced time from palliative signs and symptoms to a completed assessment by 68%</li> <li>• End-of-life referrals completed 89% of the time (previously 32%)</li> </ul>	
8.	<b>Long Term Care/</b> Pressure Ulcer Incidence at Sheridan Villa (Q1 – Q4 2019)	The incidence of new pressure ulcers at Sheridan Villa has been above the provincial average in the past few years. This impacts the health and safety of residents.	<ul style="list-style-type: none"> <li>• Process of assessing initial wounds to develop appropriate care plan was enhanced established</li> <li>• Education and training provided on pressure ulcer risk mitigation, assessment</li> <li>• In 2018, new stage 2-4 pressure ulcers were the same as the provincial average of 2.1%; by 2019, this was reduced to 1.5%</li> </ul>	
9.	<b>Long Term Care/</b> Point-of-Care Documentation at Malton Village (Q1 – Q4, 2019)	Five to ten percent of clinical documentation tasks are incomplete across shifts on certain floors in Malton Village.	<ul style="list-style-type: none"> <li>• Merged similar documentation tasks into one role, eliminated tasks no longer required and addressed compliance</li> <li>• Reduced incomplete documentation by 35-50%</li> </ul>	Complete documentation supports person-centered care, mitigates risks and maximizes funding.
10.	<b>Paramedics/</b> Scheduling Modernization Review (Q1 – Q2 2019)	Part of a modernization review being completed includes the development of policies and practices that allows scheduling staff to work remotely.	<ul style="list-style-type: none"> <li>• \$18K in annual cost avoidance through saved administrative time</li> <li>• Creation of electronic documents that schedulers can access remotely, improving employee engagement</li> </ul>	
11.	<b>TransHelp/</b> Electronic Passenger Update (Q2 2020)	Current Passenger Update process is paper-based and time-intensive. There is an opportunity to utilize digital platforms to deliver services and connect with clients.	<ul style="list-style-type: none"> <li>• Digital platform implemented, program expanded to include public stakeholders, Long Term Care, Community agencies, day programs and hospitals</li> <li>• Received customer feedback that shows improved client satisfaction</li> <li>• Improved consistency in messaging</li> </ul>	
12.	<b>TransHelp/</b> Virtual	Current process requires	<ul style="list-style-type: none"> <li>• Cost savings of \$40K</li> </ul>	

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	Assessments (Q2 – Q4 2020)	in-person assessments. Opportunity to use virtual assessments where possible.	realized from fewer rides for client as the program transitioned from in-person to virtual assessments <ul style="list-style-type: none"> <li>Improved customer experience as assessments can now be done at home</li> </ul>	
13.	<b>TransHelp/</b> Interactive Voice Response (IVR) Expansion (Q2 2020)	Clients were not getting time sensitive service updates and passenger information on time.	<ul style="list-style-type: none"> <li>Cost avoidance of \$10K achieved through staff time savings and reduced postage costs.</li> <li>Important messaging can be broadcasted electronically to passengers in a timely manner, improving service quality and efficiency in service delivery</li> </ul>	
<b>Strategic Plan Area of Focus: Thriving</b>				
14.	<b>Land Use Planning/</b> Business Intelligence Framework – Community Profile Dashboards (Q1 2020)	Improve data quality, sharing and reporting for Growth Management Program.	<ul style="list-style-type: none"> <li>Developed a community profile dashboard and provided reporting to steering committee with data and DC revenues</li> <li>Improved decision-making on timing of infrastructure</li> <li>Improved data quality and sharing</li> </ul>	
15.	<b>PW All Services/</b> Capital Construction Management Initiatives (Q1 – Q4 2020)	Providing the public with up-to-date information on Capital projects occurring in the Region for Water, Wastewater and Roads.	<ul style="list-style-type: none"> <li>Enhanced community engagement through the use of Construction in Peel portal</li> <li>Enhanced Regional Road Construction enforcement of contractors performing Regional work</li> </ul>	
16.	<b>Roads and Transportation/</b> Stormwater Systemwide Environmental Compliance Approval (ECA) (Q1 2020)	Obtaining permits for one project at a time can increase the amount of time to complete projects by one year. Opportunity to obtain Stormwater Systemwide ECA.	<ul style="list-style-type: none"> <li>Estimated cost avoidance of \$91K annually for 5 years through reduced permit and consultant fees for individual permits</li> <li>Allows for shovel ready infrastructure</li> <li>Reduced risk of project delays and increased costs due to tender delays</li> <li>Avoided penalties of \$1K - \$10K per day by streamlining ECA conditions</li> </ul>	
17.	<b>Roads and Transportation/</b> Noise Wall Complaints (Q1 – Q2 2020)	Not able to conduct in-person Public Information Centre's (PIC) as part of the Environmental Assessment process due to COVID.	<ul style="list-style-type: none"> <li>Clients able to participate in consultative process online, avoiding health risks with in-person consultations</li> <li>Hand-delivered notices provided residents with general information and a web link for further details, including tree impacts</li> <li>Feedback from 41% of residents was received, via</li> </ul>	

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			email, which is higher than if a regular PIC was held	
18.	<b>Roads and Transportation/</b> Electronic Locates Process (Q1 2020)	Created a shared folder for all locates as well as all other communications pertaining to the specific work-zone locations.	<ul style="list-style-type: none"> <li>Allows staff access to up to date information immediately, giving them the ability to plan work and to ensure that all locate clearances are approved</li> </ul>	
19.	<b>Wastewater/</b> City of Brampton Stormwater Billing (Q3 2020)	The Region of Peel's Water Billing Team will be undertaking the billing activities for the City of Brampton's Stormwater Charge and City of Mississauga.	<ul style="list-style-type: none"> <li>Estimated cost savings of \$75K for the City of Brampton by using Peel billing system and leveraging existing costs for bill printing and postage</li> <li>Estimated cost savings of \$75K for the City of Mississauga by sharing supervisory staff costs to oversee stormwater programs for Brampton and Mississauga</li> <li>Cost neutral for the Region of Peel</li> </ul>	
20.	<b>Wastewater/</b> Co-Generation of Heating Power (Q1 – Q4, 2020)	Opportunity to generate power from methane gas resulting from wastewater treatment process instead of burning it and releasing it to the environment.	<ul style="list-style-type: none"> <li>Cost savings of \$815K in 2020</li> <li>GHG reductions of 236 tons</li> </ul>	
21.	<b>Wastewater/</b> Hydraulic Turbine Power Generation (Q1 – Q4, 2020)	Opportunity to utilize treated wastewater flow to generate electricity using hydraulic turbines.	<ul style="list-style-type: none"> <li>Cost savings of \$26K in 2020</li> <li>GHG reductions of 7.5 tons</li> </ul>	
22.	<b>Water Supply/</b> Excess Soil Diversion to Jim Tovey Lakeview Connection (Q1 – Q4 2020)	There is an opportunity to align to the Ministry of Environment, Conservation and Parks' draft regulation for excess fill to support environmental sustainability and continue to advance Public Work's Capital Plan.	<ul style="list-style-type: none"> <li>Diverted 287K cubic metres of soil from landfill in 2020</li> </ul>	This is a multi-year initiative.
23.	<b>Water Supply/</b> Remote Meter Reading (Q1 2019 – Q4 2020)	Transition to radio frequency metering technology allows Meter Readers to perform drive-by meter reads, versus manually reading each individual meter.	<ul style="list-style-type: none"> <li>Cost avoidance of \$80K through saved staff time.</li> </ul>	
<b>Strategic Plan Area of Focus: Leading</b>				
24.	<b>Asset Management (Real Property and Asset Management)/</b> Pumping System Replacement (Q1-Q4 2019)	Opportunity to review and replace the current pumping system with an improved and more efficient system.	<ul style="list-style-type: none"> <li>Estimated cost savings of \$9K from reduced hydro charges</li> <li>Reduced water pressure fluctuations</li> </ul>	

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25.	<b>Asset Management (Real Property and Asset Management)/</b> LED Retrofits (Q1 2019 – Q3 2020)	Opportunity to reduce energy consumption through the completion of LED retrofits at 10 Peel and 7120 Hurontario locations.	<ul style="list-style-type: none"> <li>• Estimated cost savings of \$112K from energy use reduction, hydro charges</li> <li>• Reduced GHGs of 15.5 tons</li> </ul>	
26.	<b>Asset Management (Real Property and Asset Management)/</b> Power Generator Consolidation (Q1 – Q3 2020)	Removing generators in Suite A and using oversized generator in Suite B to power up both buildings to 100 % capacity	<ul style="list-style-type: none"> <li>• Cost savings of \$700K in Capital budget through interconnecting electrical supply of Suites A and B, eliminating need to replace 2 generators in Suite A</li> <li>• Operating impact of \$23K in yearly Reserve Contribution cost savings</li> <li>• Both Suite A and Suite B have 100% back up power</li> </ul>	
27.	<b>Corporate Governance (Legal Services)/</b> External Legal Resources Management (Q4 2018 – Q2 2019)	Use of external lawyers lacks coordination. Opportunity to make improvements to the process of hiring external legal counsel to be more cost effective, competitive and transparent through use of a pre-qualified roster.	<ul style="list-style-type: none"> <li>• \$85K in cost avoidance based on reduced Procurement and Legal staff time</li> <li>• 50% faster end-to-end cycle time to get a resource on board (for retainers under \$100K)</li> <li>• Better oversight of expenditures and quality of services received</li> <li>• Direct negotiation no longer required</li> </ul>	
28.	<b>Financial Management (Business and Financial Planning)/</b> Capital Project Close-out Improvement (Q2 2018 – Q1 2019)	Implementation of a process to close-out Public Works Capital projects. The current process is manual, and paper based.	<ul style="list-style-type: none"> <li>• \$13K in cost avoidance in saved staff time, storage and stationery</li> </ul>	
29.	<b>Financial Management (Corporate Finance)/</b> Energy Procurement Initiative (Q1-Q4 2019)	An opportunity to utilize a Distributor Consolidated Billing (DCB) for managing energy utility billing and to procure a supply of energy using multiple suppliers at a more competitive rate vs. a single supplier at a fixed rate.	<ul style="list-style-type: none"> <li>• Cost savings of \$360K estimated for Regionally controlled programs from the procurement of energy with multiple suppliers versus using a single supplier.</li> <li>• Additional \$71K in cost savings for Peel Housing Corporation and \$15K for Peel Regional Police</li> <li>• Estimated cost avoidance of \$170K through the benefit of competitive supplier prices</li> <li>• Reduced cycle time to procure energy due to reduced switchovers that would have occurred with a single supplier</li> </ul>	
30.	<b>Financial</b>	Opportunity to improve	<ul style="list-style-type: none"> <li>• Net cost avoidance of \$25K</li> </ul>	



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	<b>Management (Treasury Services)/</b> Custody and Performance Calculations Platform Implementation (Q1- Q4 2020)	financial analysis by using an enhanced custody platform with Performance calculations.	through leveraging services offered by the new Custodian platform <ul style="list-style-type: none"> <li>• Improved operational processes; reduced risk</li> <li>• Increased analytics and reporting; enhanced credibility/ verifiability</li> <li>• Enhanced securities lending revenue split from 60/40 to 70/30</li> </ul>	
31.	<b>Information and Technology (Information Management) /</b> Implementation of Common Intake and Prioritization (Q4 2019 – Q4 2020))	Service requests were coming in through different channels, limiting ability to the assess organization’s technology service needs and involving the right people in decision-making, planning and implementation.	<ul style="list-style-type: none"> <li>• Ability to manage portfolio of technology needs</li> <li>• Using Power BI to improve quality of project status reporting and a single source of data for technology projects</li> <li>• New process is successfully being adopted by internal partners</li> </ul>	
32.	<b>Information and Technology (Information Technology) / Live Chat (Q1 2019 – Q2 2020)</b>	Opportunity to continue to advance Live Chat usage where appropriate.	<ul style="list-style-type: none"> <li>• Ability for residents with a mobile device to live chat/ text discussions enabling timely response</li> <li>• For every 100 calls, 12 were live chats; there is a steady adoption of this channel</li> </ul>	
33.	<b>Information and Technology (Information Technology) / Call Back Options (Q1 2020)</b>	Continue with Call Back options where appropriate on various lines of business.	<ul style="list-style-type: none"> <li>• 13K calls were handled with a call back (in 20 minutes on average), allowing clients to avoid waiting and for calls to be completed within target of less than 60 seconds waiting in the queue</li> <li>• Annualized cost avoidance of \$364K if additional staff had been hired to deliver the same service level without the call back option</li> </ul>	
34.	<b>Workforce (Human Resources)/</b> Total Rewards Education (Q3 – Q4 2019)	Opportunity to implement a new process to assess the number of staff using online Health Claims Application versus paper-based claims.	<ul style="list-style-type: none"> <li>• Increased utilization of online application from 93% to 96% in the first quarter of 2020, with a cost savings of \$1K</li> </ul>	
35.	<b>Workforce (Human Resources)/</b> Onboarding Process (Q1-Q2 2020)	Opportunity to update and roll out a new Corporate on-boarding process.	<ul style="list-style-type: none"> <li>• Cost avoidance of \$261K from staff time saved</li> <li>• Cost savings of \$30K from reduced printing</li> <li>• Online access to organization information and compliance learning on Day 1 of new role</li> <li>• Elimination of duplication and improved accuracy of information</li> </ul>	

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<b>Initiatives Specifically Related to Covid-19 Response</b>				
36.	<b>Long Term Care/ Recruitment Process (Q2 2020)</b>	The need to recruit staff to LTC homes quickly arose during the Covid-19 pandemic.	<ul style="list-style-type: none"> <li>Expedited and streamlined recruitment processes to hire in under 30 days compared to an average of 74 days to fill vacancies</li> </ul>	
37.	<b>Infectious Disease Prevention/ Technology Enhancements for Case and Contact Management (Q3 – Q4 2020)</b>	Identified need for efficient, effective and timely management of reportable infectious diseases, specifically COVID-19.	<ul style="list-style-type: none"> <li>Pilot of new case and contact management (CCM) technology platform with the Ministry of Health began in Q3 2020</li> <li>Will allow for standardized workflow across health units, enable electronic lab reporting and provide deeper epidemiologic analyses and analytics</li> </ul>	Benefits will be assessed in 2021.
38.	<b>Waste/ Education and Outreach to Students (Q2 2020)</b>	Difficulty in reaching students during COVID-19. Opportunity to use online training process.	<ul style="list-style-type: none"> <li>Cost savings of \$350K through saved staff time, while maintaining service level</li> </ul>	
39.	<b>Corporate Governance (Regional Clerks)/ Electronic Freedom of Information Initiative (Q1 2020)</b>	Opportunity to modernize the practice for preparation and distribution of Freedom of Information (FOI) disclosures.	<ul style="list-style-type: none"> <li>Cost savings of \$8K through reduced use of paper, printing and postage</li> <li>Cost avoidance of \$13K from staff time saved</li> <li>Reduce time for requestors to receive information by eliminating mailing process</li> </ul>	
40.	<b>Financial Management (Procurement)/ E- Bonds (Q3 2020)</b>	Current process requires Vendors to either drive or courier hard-copy bonds to the Region. Opportunity to replace paper bonds with digital bonds.	<ul style="list-style-type: none"> <li>Improved Vendor satisfaction, saves time and courier fess</li> <li>Reduces storage space required for paper bonds</li> <li>Estimated time saved for Vendors of up to 200 hours in travel</li> <li>Estimated savings of \$3K in courier fees for Vendors</li> <li></li> </ul>	