

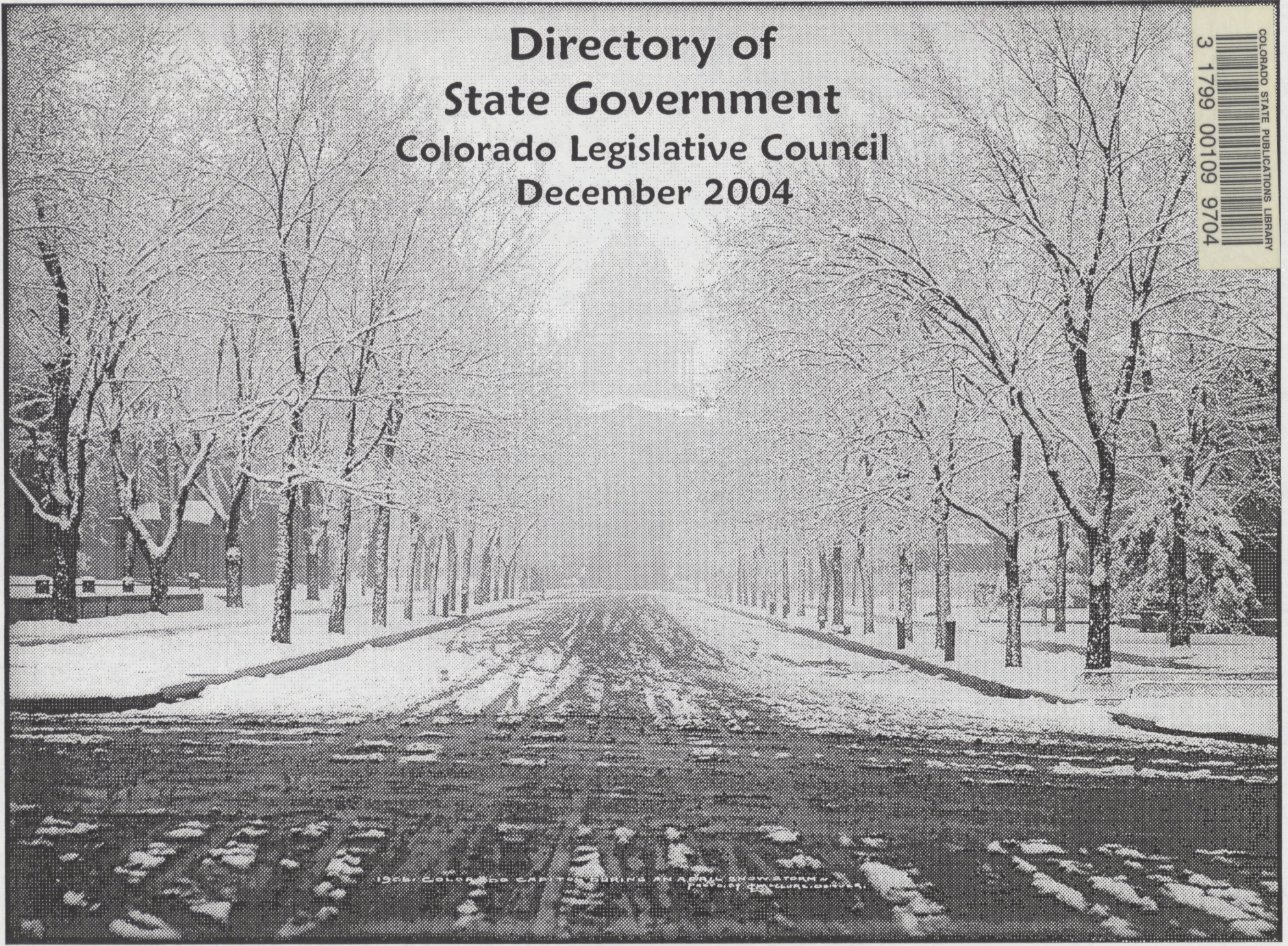
**Directory of
State Government
Colorado Legislative Council
December 2004**

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DIRECTORY OF COLORADO STATE GOVERNMENT

Colorado Legislative Council Staff
December 2004

This directory has been prepared as a service to members of the General Assembly. It is intended to be a quick reference guide to Colorado State Government. It provides information regarding the major offices of the legislative, executive, and judicial branches. Included are telephone and facsimile numbers, locations, contact names, and e-mail addresses for the listed state agencies. Also included are organizational charts and summaries of the major functions of state government agencies.

The Legislative Council Staff thanks the department legislative liaisons for assisting us in the preparation of this directory.

Cover Photograph:

Colorado Capitol During An April Snowstorm

View south on Sherman Avenue towards Colorado State Capitol building
during spring snowstorm in April, 1913, Denver, Colorado.

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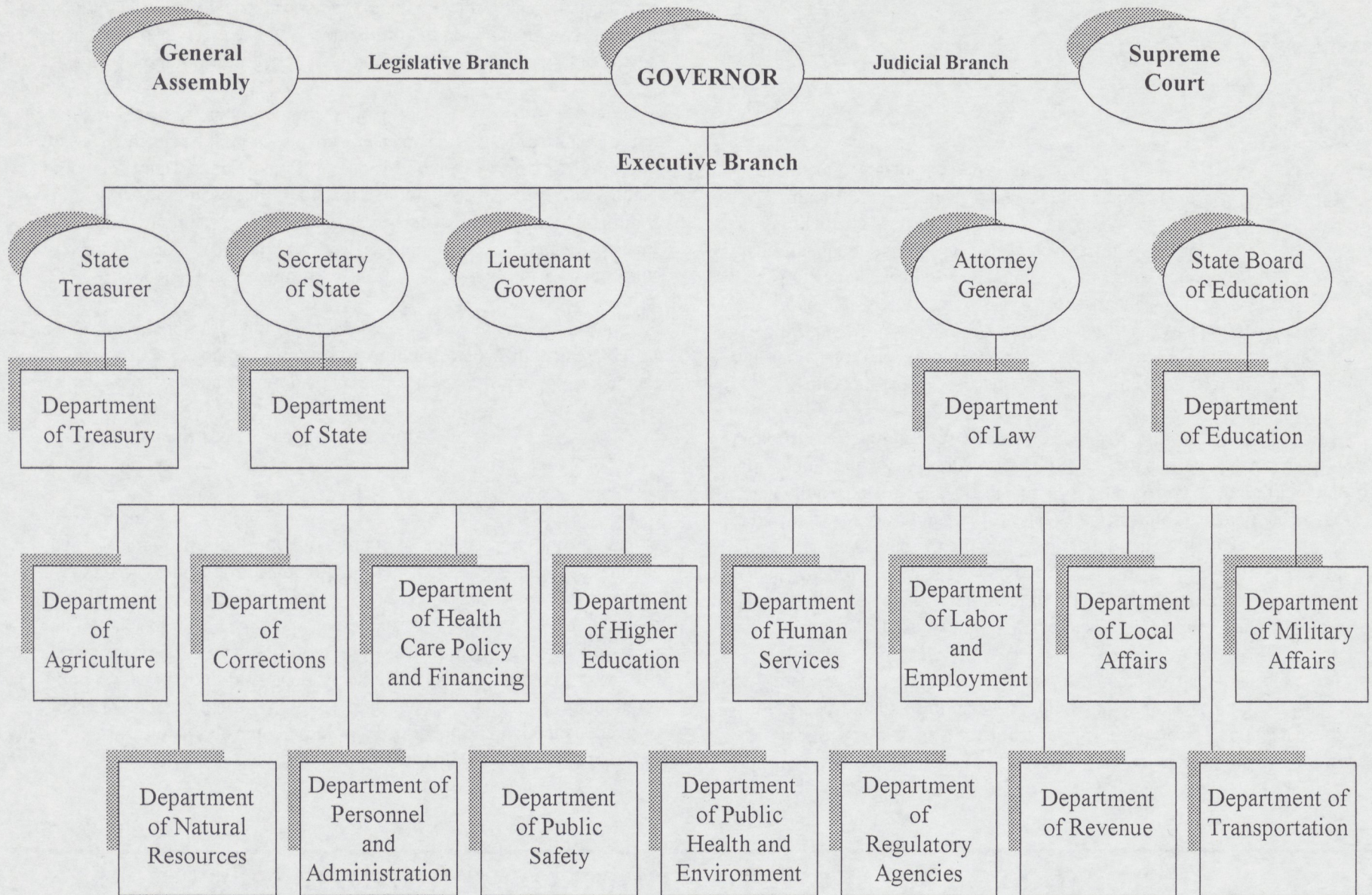
**LEGISLATIVE LEADERSHIP OF THE HOUSE AND SENATE,
SECRETARY OF THE SENATE, AND HOUSE CHIEF CLERK**

<u>Senate</u>	<u>Telephone</u>
President of the Senate – Senator Joan Fitz-Gerald	866-3342
President Pro Tem of Senate – Senator Peter Groff	866-4864
Majority Leader – Senator Ken Gordon	866-3341
Assistant Majority Leader – Senator Jim Isgar	866-3341
Majority Caucus Chairman – Senator Ron Tupa	866-3341
Minority Leader – Senator Mark Hillman	866-2318
Assistant Minority Leader – Senator Steve Johnson	866-2318
Minority Caucus Chairman – Senator Norma Anderson	866-2318
Secretary of the Senate – Karen Goldman	866-5289
<u>House of Representatives</u>	
Speaker of the House – Representative Andrew Romanoff	866-2346
Speaker Pro Tem of the House – Representative Cheri Jahn	866-5522
Majority Leader – Representative Alice Madden	866-2348
Assistant Majority Leader – Representative Mike Garcia	866-3911
Majority Whip – Representative Dorothy Butcher	866-2968
Majority Caucus Chairman – Representative Angie Paccione	866-2917
Minority Leader – Representative Joe Stengel	866-5523
Assistant Minority Leader – Representative Mike May	866-2933
Minority Whip – Representative Diane Hoppe	866-3706
Minority Caucus Chairman – Representative Bill Cadman	866-5525
Chief Clerk of the House – Marilyn Eddins	866-2345

OTHER NUMBERS

Building Maintenance	866-HELP
Security	866-3660
Print Shop	866-3526
Bill Room/Information Center	866-3055
Deli	866-2985
Central Switchboard	866-5000

STATE OF COLORADO ORGANIZATION CHART



A Short History of the Organizational Structure of the Executive Branch

A major reorganization of the executive branch of Colorado state government was adopted by the people through an amendment to the state constitution in 1966. Prior to the reorganization, the number of independent and semi-independent agencies in Colorado's executive branch had increased from 48 in 1939 to 130 in 1966. The growth in the number of agencies had been haphazard with no long-range vision of the administrative organization of the executive branch. As a result, a governor could not provide effective leadership or supervision over the development and administration of the various programs of government.

Limit of Twenty Executive Departments

The amendment adopted at the 1966 general election as Section 22 of Article IV of the state constitution provided that by 1968 all executive agencies be allocated within not more than 20 departments.

A legislative committee was formed to statutorily implement the constitutional amendment. The committee was charged with clarifying the lines of administrative authority and responsibility; eliminating duplication; improving administrative and personnel practices; and recognizing a governor's cabinet. A plan for grouping the 130 agencies into seventeen departments was presented to the General Assembly in 1968 and adopted.

The authority of the Governor over the executive branch was strengthened in 1970 when a constitutional amendment was adopted exempting most of the heads of principal departments within the executive branch from the civil service requirements of the state constitution. However, the amendment did not change the method of

selection for five department heads — three elected officials, the Secretary of State, State Treasurer, and Attorney General, and the heads of the Departments of Education (appointed by the elected State Board of Education) and Higher Education (appointed by the Governor).

The Department of Personnel, the eighteenth principal department, was created pursuant to a 1970 constitutional amendment which modernized the state personnel system. In 1974, the Office of State Planning and Budgeting was established as the nineteenth department, followed in 1977 by the Department of Corrections as the twentieth executive department. In 1984, the Office of State Planning and Budgeting was transferred to the Governor's Office and a Department of Public Safety was created as the twentieth department.

Pursuant to House Bill 93-1317, the Department of Social Services and the Department of Institutions were consolidated, effective July 1, 1994, to create the Department of Human Services. The same legislation established a Department of Health Care Policy and Financing which consolidated specific functions from the Departments of Social Services, Local Affairs, Higher Education, and the Governor's Office. The Department of Personnel and the Department of Administration were combined in 1995 into the Department of Personnel and Administration.

Department of Agriculture

Don Ament, Commissioner
 700 Kipling Street, Suite 4000
 Lakewood, CO 80215
 Phone: 303-239-4100

E-mail addresses: FIRSTNAME.LASTNAME@AG.STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Animal Health Laboratory	Richard Forde	303-477-0049	2331 West 31st Avenue	Denver	80211	303-458-7857
Animal Industry	Dr. Wayne Cunningham	303-239-4161	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4164
Bio-Chemical Laboratory	Charlie Hagburg	303-477-0014	2331 West 31st Avenue	Denver	80211	303-480-9236
Brand Inspection	Gary Shoun	303-294-0895	201 Livestock Exchange Building, 4701 Marion Street	Denver	80216	303-294-0918
Colorado Agricultural Statistics Service	Renee N. Picanso	303-236-2300	645 Parfet Street, Suite W-201	Lakewood	80215	303-236-2299
Communications	Linh Truong	303-239-4190	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4176
Conservation Board	Bob Zebroski	303-239-4111	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4125
Inspection and Consumer Services	Ron Turner	303-477-0076	2331 West 31st Avenue	Denver	80211	303-480-9236
Legislative Liaison/Deputy Commissioner	Sheldon Jones	303-239-4100	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4176
Markets	Jim Rubingh	303-239-4117	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4125
Plant Industry	Ron Turner	303-239-4139	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4177
Policy and Initiatives	Jim Miller	303-239-4103	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4176
State Fair Authority	Ed Kruse	719-561-8484	1001 Buelah Avenue, State Fair Grounds	Pueblo	81004	719-561-0283

Department of Corrections

Joe Ortiz, Executive Director

2862 South Circle Drive

Colorado Springs, CO 80906

Phone: 719-226-4701 Fax: 719-226-4700

E-mail addresses: FIRSTNAME.LASTNAME@DOC.STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Administration and Finance	L.D. Hay	719-226-4727	2862 South Circle Drive	Colorado Springs	80906	719-226-4728
Adult Parole/Community Corrections & Youthful Offender System	Jeaneene Miller	303-763-2434	12157 W. Cedar Drive	Lakewood	80228	303-763-2458
Budget and Business Operations	Dixie Reed	719-226-4749	2862 South Circle Drive	Colorado Springs	80906	719-226-4720
Correctional Industries	Giles Spaulding	719-226-4208	2862 South Circle Drive	Colorado Springs	80906	719-226-4220
Legislative Liaison	Patti Micciche	719-226-4725 303-917-7377 (cell) 303-763-2466 (Denver)	2862 South Circle Drive	Colorado Springs	80906	719-226-4728
Parole Board	Allan Stanley	719-583-5800	1600 West 24th Bldg. #54	Pueblo	81003	719-583-5805
Parole/Community	Tim Hand	303-763-2429	12157 West Cedar Drive	Lakewood	80228	303-763-2471
Parole/Community	Brian Gomez	719-763-2408 or 719-545-9339	12157 West Cedar Drive	Lakewood	80228	719-763-2471
Parole/Community	Roberta Monchak	303-763-2433	12157 West Cedar Drive	Lakewood	80228	303-763-2446
Prisons	Nolin Renfrow	719-226-4774	2862 South Circle Drive	Colorado Springs	80906	719-226-4775
Public Information & Victim Assistance	Alison Morgan	719-226-4719	2862 South Circle Drive	Colorado Springs	80906	719-226-4485
Research & Planning	Scott Hromas	719-226-4380	2862 South Circle Drive	Colorado Springs	80906	719-226-4355
Youthful Offender System	Cherrie Greco	719-583-5959	1401 West 17 th Street	Pueblo	81003	719-583-5909

Department of Education

William J. Moloney, Commissioner
 State Office Building
 201 East Colfax Avenue
 Denver, CO 80203
 Phone: 303-866-6806 Fax: 303-866-6938
 E-mail addresses: LASTNAME_FIRSTINITIAL@CDE.STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Assessment	Elizabeth Celva	303-866-6760 or 866-6806	State Office Building, Room 104, 201 East Colfax Avenue	Denver	80203	303-866-6680
Educational Services	Gary Sibigroth	303-866-6679 or 866-6935	State Office Building, Room 206, 201 East Colfax Avenue	Denver	80203	303-866-6874
Educator Licensure/ Professional Services	Dorothy Gotlieb	303-866-6945 or 866-6932	State Office Building, Room 201, 201 East Colfax Avenue	Denver	80203	303-866-6968
Legislative Liaison	Byron Pendley	303-619-8238 or 866-6806	State Office Building, Room 505, 201 East Colfax Avenue	Denver	80203	303-830-0793
Management, Budget, and Planning	Karen Stroup	303-866-6822 or 866-6806	State Office Building, Room 505, 201 East Colfax Avenue	Denver	80203	303-830-0793
Public School Finance	Vody Herrmann	303-866-6845 or 866-6818	State Office Building, Room 509, 201 East Colfax Avenue	Denver	80203	303-866-6888
School for the Deaf and the Blind	Carol Hilty, Acting Superintendent	719-578-2102	33 North Institute Street	Colorado Springs	80903	719-578-2258
Special Education Services	Lorrie Harkness	303-866-6695 or 866-6694	State Office Building, Room 300, 201 East Colfax Avenue	Denver	80203	303-866-6811
State Board of Education	Karen Gerwitz	303-866-6809 or 866-6817	State Office Building, Room 500, 201 East Colfax Avenue	Denver	80203	303-866-6938
State Library	Nancy Bolt	303-866-6733 or 866-6900	State Office Building, Room 309, 201 East Colfax Avenue	Denver	80203	303-866-6940

GOVERNOR - LIEUTENANT GOVERNOR - STATE PLANNING AND BUDGETING OFFICE

Bill Owens, Governor
 State Capitol Building, Room 136
 Phone: 303-866-2471

Jane Norton, Lieutenant Governor
 State Capitol Building, Room 130
 200 East Colfax Avenue
 Denver, CO 80203
 Phone: 303-866-2087

E-mail addresses: GOVERNOROWENS@STATE.CO.US

Staff Position	Staff Person	Phone	Address	City	Zip	Fax
Boards and Commissions	Barb Card	303-866-2471	State Capitol Building, Room 136	Denver	80203	
Chief Counsel to the Governor	Cynthia Honssinger	303-866-6390	State Capitol Building, Room 136	Denver	80203	
Chief of Staff	Bob Lee	303-866-6290	State Capitol Building, Room 136	Denver	80203	
Deputy Chief of Staff for Legislative Affairs	Chris Castillian and Rachel Nance	303-866-6452	State Capitol Building, Room 136	Denver	80203	
Deputy Chief of Staff for Policy	Chris Castillian	303-866-6380	State Capitol Building, Room 136	Denver	80203	
Economic Development, Office of	Brian Vogt	303-892-3840	1625 Broadway, Suite 1710	Denver	80202	
Energy Conservation, Office of	Rick Grice	303-894-2383	1675 Broadway, Suite 1300	Denver	80202	
International Trade Office	Brian Vogt	303-892-3840	1625 Broadway, 9th Floor	Denver	80202	
Press Secretary	Dan Hopkins	303-866-6324	State Capitol Building, Room 136	Denver	80203	
State Planning and Budgeting	Henry Sobanet	303-866-3317	State Capitol Building, Room 114	Denver	80203	

Department of Health Care Policy and Financing

Karen Reinertson, Executive Director
1570 Grant Street, 4th Floor
Denver, CO 80203

Phone: 303-866-2868 Fax: 303-866-2828

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Budget Division	Lisa Esgar	303-866-2854	1570 Grant Street, 2nd Floor	Denver	80203	303-866-3669
CHP+ Division	Barbara Ladon	303-866-3227	1570 Grant Street, 1st Floor	Denver	80203	303-866-4411
Client Services Division	Vacant	303-866-2823	1570 Grant Street, 4th Floor	Denver	80203	303-866-3552
Controller & Operations Division	Phil Reed	303-866-2764	1570 Grant Street, 2nd Floor	Denver	80203	303-866-3669
External/Legislative Affairs	Barbara Prehmus	303-866-2708	1570 Grant Street, 4th Floor	Denver	80203	303-866-4411
Health Benefits Division	Laurel Karabatsos	303-866-2445	1570 Grant Street, 3rd Floor	Denver	80203	303-866-2573
Information Technology Division	John Wagner	303-866-4017	1570 Grant Street, 2nd Floor	Denver	80203	303-866-3669
Long Term Benefits Division	Viki Manley	303-866-2991	1570 Grant Street, 3rd Floor	Denver	80203	303-866-2573
Medical Assistance Office	Vivianne Chaumont	303-866-3058	1570 Grant Street, 3rd Floor	Denver	80203	303-866-3476
Operations & Finance Office	Marilyn Golden	303-866-5624	1570 Grant Street, 4th Floor	Denver	80203	303-866-4411
Rates & Analysis Division	Roger Gunter	303-866-3163	1570 Grant Street, 3rd Floor	Denver	80203	303-866-2573

Department of Higher Education

Richard F. O'Donnell, Executive Director
 Colorado Commission on Higher Education
 1380 Lawrence Street, Suite 1200
 Denver, CO 80204

Phone: 303-866-2723 Fax: 303-866-4266

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Auraria Higher Education Center	Dean Wolf	303-556-3291	1027 9th Street Park, P.O. Box 173361, Campus Box A	Denver	80217	303-556-4403
CCHE Legislative Liaison	Jason Hopper	303-866-2142	1380 Lawrence Street, Suite 1200	Denver	80204	303-866-4266
Colorado Council on the Arts	Elaine Mariner	303-866-2723	1380 Lawrence Street, Suite 1200	Denver	80204	303-866-4266
Colorado Historical Society	Georgianna Contiguglia, President	303-866-3355	Colorado History Museum, 1300 Broadway	Denver	80203	303-866-4464
College Invest	Debra DeMuth	303-295-1981	1801 Broadway, Suite 1200	Denver	80203	303-296-4811
Colorado School of Mines	Dr. John Trefny	303-273-3280	1500 Illinois Street	Golden	80401	303-273-3278
Colorado Student Loan Program	Jeanne Adkins	303-305-3274	999 18th Street, Suite 425	Denver	80202	303-305-3515
Community Colleges of Colorado	Nancy McCallin	303-595-1552	1391 North Speer Boulevard, Suite 600	Denver	80204	303-620-4043
Colorado State University	Larry E. Penley, President	970-491-6211	102 Administration Building	Fort Collins	80523	
Adams State College	Richard Wueste	719-587-7011	208 Edgemont Blvd.	Alamosa	81102	719-587-7522
Ft. Lewis College	Dr. Brad Bartel, President	970-247-7100	1000 Rim Drive	Durango	81301	970-247-7197
Mesa State College	Tim Foster	970-248-1020	1100 North Avenue	Grand Junction	81501	970-248-1903
Metro State College	Dr. Ray Kieft, Interim President	303-556-3022	P.O. Box 173362	Denver	80217	
University of Colorado	Dr. Elizabeth Hoffman, President	303-492-6201	914 Broadway, Boulder (80309)	Boulder	80309	303-492-6772
University of Colorado	Dr. Philip DiStefano, Interim Chancellor	303-492-8908	301 Regent Administrative Center, 17 UCB	Boulder	80309	303-492-5105
University of Colorado	Dr. Pamela Shockley, Chancellor	719-262-3436	Box 7150	Colorado Springs	80933	719-262-3362
University of Colorado	Dr. James Shore	303-556-2643	1250 14th Street	Denver	80202	303-556-2164
University of Colorado Health Sciences Center	Dr. James Shore	303-315-7682	4200 East 9th Avenue	Denver	80262	303-315-7729
University of Northern Colorado	Kay Norton, President	970-351-2229	501 20th Street	Greeley	80639	970-351-1110
Western State College	Dr. Jay Helman, President	970-943-2114	600 N. Adams Street	Gunnison	81231	

Department of Human Services

Marva Livingston Hammons, Executive Director

1575 Sherman Street

Denver, CO 80203

Phone: 303-866-5700 Fax: 303-866-4740

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Aging and Adult Services	Jeanette Hensley	303-866-2636	1575 Sherman Street, 10th Floor	Denver	80203	303-866-2696
Alcohol and Drug Abuse	Janet Wood	303-866-7486	4055 S. Lowell Blvd.	Denver	80236	303-866-7481
Boards and Commissions and Consumer Relations	Mary McGhee	303-866-5990	1575 Sherman Street, 1st Floor	Denver	80203	303-866-5024
Child Care Services	Stephen Heiling	303-866-5943	1575 Sherman Street, 1st Floor	Denver	80203	303-866-4453
Child Support Enforcement	Pauline Burton	303-866-5050	1575 Sherman Street, 5th Floor	Denver	80203	303-866-4360
Child Welfare Services	Ted Trujillo	303-866-4365	1575 Sherman Street, 2nd Floor	Denver	80203	303-866-5563
Childrens Health & Rehabilitation Services	Claudia Zundel	303-866-7528	3824 West Princeton Circle	Denver	80236	303-866-7470
"Colorado Works" – Temporary Assistance to Needy Families	Kevin Richards	303-866-2054	1575 Sherman Street, 3rd Floor	Denver	80203	303-866-5488
Communications	Liz McDonough	303-866-5822	1575 Sherman Street, 8th Floor	Denver	80203	303-866-4740
County Commissioner Liaison	John Bernhart	303-866-3985	1575 Sherman Street, 8th Floor	Denver	80203	303-866-4212
Developmental Disabilities	Fred DeCrescentis	303-866-7454	3824 West Princeton Circle	Denver	80236	303-866-7470
Food Assistance	Bridget Barron	303-866-2535	1575 Sherman Street, 3rd Floor	Denver	80203	303-866-5098
Juvenile Parole Board	Mary McGhee	303-866-2321	1575 Sherman Street, 1st Floor	Denver	80203	303-866-5024
Legislative Liaison	Matthew Flora	303-866-5900	1575 Sherman Street, 8th Floor	Denver	80203	303-866-4214
Mental Health	Tom Barrett	303-866-7401	3824 West Princeton Circle	Denver	80236	303-866-7428
Nursing Homes – State and Veterans	Robert Shaw - Acting	970-625-0842	P.O. Box 1420	Rifle	81650	970-625-3706
Vocational Rehabilitation Services	Nancy Smith	303-866-4150	1575 Sherman Street, 4th Floor	Denver	80203	303-866-4905
Youth Corrections	Stephen Bates	303-866-7390	4255 South Knox Court	Denver	80236	303-866-7344

Judicial Branch

Mary J. Mullarkey, Chief Justice

2 East 14th Avenue

Denver, CO 80203

Phone: 303-861-1111

E-mail addresses: FIRSTNAME.LASTNAME@JUDICIAL.STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Court of Appeals	John Doerner, Clerk of Court of Appeals	303-837-3785	State Judicial Building, Room 300, 2 East 14th Avenue	Denver	80203	303-837-3702
Judicial Administration	Gerald A. Marroney, State Court Administrator	303-837-3668	1301 Pennsylvania, Suite 300	Denver	80203	303-837-2340
Law Library	Martha Campbell	303-837-3720	State Judicial Building, Room B112, 2 East 14th Avenue	Denver	80203	303-864-4510
Legal Counsel	Carol M. Haller, Legislative Liaison	303-861-1111	1301 Pennsylvania, Suite 300	Denver	80203	303-837-2340
Legislative Liaison	Sherry Kester	303-837-3683	1301 Pennsylvania, Suite 300	Denver	80203	303-837-2340
Public Defender	David Kaplan	303-620-4888	Petroleum Building, 110 16th Street, Suite 800	Denver	80202	303-620-4931
Supreme Court	Susan Festag, Clerk of Supreme Court	303-837-3790	State Judicial Building, Room 415, 2 East 14th Avenue	Denver	80203	303-861-7429
Alternate Defense Council	Bryon Shaha	970-392-9893	822 7th Street, Suite 220	Greeley	80631	970-392-9897
Child's Representative, Office of the	Theresa A. Spahn	303-860-1517	1650 Pennsylvania Street	Denver	80203	303-860-1735

Department of Labor and Employment

Jeffrey Wells, Executive Director (through January 31, 2005)
 Leroy Williams, Executive Director (effective February 1, 2005)
 1515 Arapahoe Street, Tower 2, Suite 400
 Denver, CO 80202
 Phone: 303-318-8020 Fax: 303-318-8070
 E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Employment & Training	Don Peitersen	303-318-8002	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8930
Industrial Claim Appeals Panel	Dona Halsey	303-318-8133	1515 Arapahoe Street, Tower 2, Suite 350	Denver	80202	303-318-8139
Labor Market Information	Alexandra Hall	303-318-8898	1515 Arapahoe Street, Tower 2, Suite 300	Denver	80202	303-318-8870
Labor Standards	Michael McArdle	303-318-8468	1515 Arapahoe Street, Tower 2, Suite 375	Denver	80202	303-318-8070
Legislative Liaison and Public Information Officer	Kara Miller Tupa (Acting)	303-318-8016	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8070
Oil Inspection/Public Safety	Dick Piper	303-318-8502	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8546
Rural Job Training	Wayne Bulander	303-318-8830	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8930
Unemployment Insurance	Mike Cullen	303-318-8012	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8930
Workers' Compensation	Mary Ann Whiteside	303-318-8011	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8651
Workforce Programs	Tom Looft	303-318-8012	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8930

Department of Law

John Suthers, Attorney General
Renny Fagan, Interim Chief Deputy Attorney General
John Krause, Interim Solicitor General
Vacant, Deputy Attorney General Policy & Governmental Affairs
1525 Sherman Street, 5th Floor
Denver, CO 80203
Phone: 303-866-4500 Fax: 303-866-5691
E-mail addresses: ATTORNEY.GENERAL@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Business & Licensing	Diana Black, Interim	303-866-5307	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5395
Civil Litigation	Beth McCann	303-866-5236	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5443
Consumer Protection	Jan Zavislan	303-866-5079	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5443
Criminal Justice	Brian Whitney, Interim	303-866-5672	1525 Sherman Street, 5th Floor	Denver	80203	303-866-3955
Employment Law	Vacant	303-866-5076	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5443
Legislative Liaison	Vacant	303-866-5632	1525 Sherman Street, 5th Floor	Denver	80203	303-866-4745
Natural Resources & Environment	Casey Shpall, Interim	303-866-5127	1525 Sherman Street, 5th Floor	Denver	80203	303-866-3558
State Services	Renny Fagan	303-866-5380	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5691

Legislative Branch

State Capitol Building
200 E. Colfax Ave.
Denver, CO 80203

House of Representatives Phone: 303-866-2904

Senate Phone: 303-866-2316

Bill Room/Information Center: 303-866-3055

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
House of Representatives	Marilyn Eddins, Chief Clerk	303-866-2345	State Capitol Building, Room 271, 200 East Colfax Avenue	Denver	80203	None
Joint Budget Committee	John Ziegler, Staff Director	303-866-2061	Legislative Services Building, 200 East 14th Avenue	Denver	80203	303-866-2150
Legislative Council Staff	Kirk Mlinek, Director of Research	303-866-3521	State Capitol Building, Room 029, 200 East Colfax Avenue	Denver	80203	303-866-3855
Office of Legislative Legal Services	Charley Pike, Director Jennifer Gilroy, Revisor of Statutes	303-866-2045	State Capitol Building, Room 091, 200 East Colfax Avenue	Denver	80203	303-866-4157
Office of the State Auditor	Joanne Hill, State Auditor	303-866-2051	Legislative Services Building, 200 East 14th Avenue	Denver	80203	303-866-2060
Senate	Karen Goldman, Secretary of the Senate	303-866-5289	State Capitol Building, Room 347, 200 East Colfax Avenue	Denver	80203	303-866-2012

Department of Local Affairs

Michael Beasley, Executive Director
Centennial Building, Room 500
1313 Sherman Street
Denver, CO 80203

Phone: 303-866-2771 Fax: 303-866-4317

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Assessment Appeals, Board of	Diane Fechisin	303-866-5880	1313 Sherman Street, Room 315	Denver	80203	303-866-4485
Emergency Management, Division of	Tom Grier	303-273-1622	15075 S. Golden Road	Golden	80401	303-273-1795
Housing, Division of	Kathi Williams	303-866-2033	1313 Sherman Street, Room 518	Denver	80203	303-866-4077
Legislative Liaison	Angie Binder	303-866-2239	1313 Sherman Street, Room 521	Denver	80203	303-866-4819
Local Government, Division of	Barbara Kirkmeyer	303-866-4988	1313 Sherman Street, Room 521	Denver	80203	303-866-4819
Property Tax, Division of	Mary Huddleston	303-866-2371	1313 Sherman Street, Room 419	Denver	80203	303-866-4000

Department of Military and Veterans Affairs

Major General Mason C. Whitney, The Adjutant General

Patriot Plaza

6848 South Revere Parkway

Centennial, CO 80112

Phone: 720-847-8801

E-mail addresses: FIRSTNAME.LASTNAME@DMVA.STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Air National Guard	Brigadier General D. Keith Harris	720-847-9145	84 North Aspen Street, Buckley Air Force Base	Centennial	80011	720-847-9976
Army National Guard	Brigadier General Patrick O'Hara	720-847-8803	Patriot Plaza, 6848 South Revere Parkway	Centennial	80112	720-847-8808
Civil Air Patrol	Greg Cortum, Commander	720-847-5003	Colorado Wing, Civil Air Patrol, Stop 33	Centennial	80011	720-847-5009
Civil Air Patrol	Patti Sampers, Administrator	720-847-5003	19210 East Breckenridge Avenue, Buckley Air Force Base	Centennial	80011	720-847-5009
Department of Military & Veterans Affairs	William L. Robinson, Deputy Director	720-847-8947	Patriot Plaza, 6848 South Revere Parkway	Centennial	80112	720-847-8946
Division of Veterans Affairs	E. William Belz, Director	303-894-7474	789 Sherman Street, Suite 260	Denver	80203	303-894-7442
Legislative Liaison	Walter Paul	720-847-8804	Patriot Plaza, 6848 South Revere Parkway	Centennial	80112	720-847-8946

Department of Natural Resources

Russell George, Executive Director
 Tim Pollard, Deputy Director for Policy
 Centennial Building, 7th Floor
 1313 Sherman Street
 Denver, CO 80203

Phone: 303-866-3311 Fax: 303-866-2115

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Forestry, Division of	Jim Hubbard, State Forester	970-491-7293	Colorado State Forest Service, CSU - 203 Forestry Bldg.	Ft. Collins	80523	970-491-7736
Geological Survey	Vince Mathews, State Geologist	303-866-2611	Centennial Building, 7th Floor	Denver	80203	303-866-2461
Land Commissioners, Board of	Britt Weggandt	303-866-3454	Centennial Building, 6th Floor	Denver	80203	303-866-3152
Legislative Liaison	Mary Marchun	303-594-8198	Centennial Building, Room 718	Denver	80203	303-866-2115
Minerals and Geology, Division of	Ron Cattany	303-866-3567	Centennial Building, 2nd Floor	Denver	80203	303-832-8106
Oil and Gas Conservation Commission	Brian Macke	303-894-2100	1120 Lincoln, Room 801	Denver	80203	303-894-2109
Parks and Outdoor Recreation, Division of	Lyle Laverty	303-866-2884	Centennial Building, 6th Floor	Denver	80203	303-866-3206
Water Conservation Board	Rod Kuharich	303-866-3441	Centennial Building, 7th Floor	Denver	80203	303-866-4474
Water Resources, Division of	Hal Simpson, State Engineer	303-866-3581	Centennial Building, 8th Floor	Denver	80203	303-866-3589
Wildlife, Division of	Bruce McCloskey	303-291-7208	6060 Broadway	Denver	80216	303-291-7105

Department of Personnel and Administration

Jeffrey Wells, Executive Director

1600 Broadway, Room 1030

Denver, CO 80202

Phone: 303-866-6559 Fax: 303-866-6569

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Administrative Hearings	Michael Williams	303-894-2500	1120 Lincoln Street, Room 1400	Denver	80203	303-894-2541
Central & Real Estate Services	Linda Summers	303-866-3970	225 East 16th Avenue, Room 800	Denver	80203	303-894-2375
Division of Information Technologies (DOIT)	Richard Malinowski	303-239-4313	690 Kipling Street	Lakewood	80215	303-239-4383
Finance & Procurement	Richard Pennington	303-866-3281	1525 Sherman Street, Room 250	Denver	80203	303-894-4233
Human Resource Services	Jeff Schutt	303-866-2323	1313 Sherman Street, Room 122	Denver	80203	303-866-2021
Information/Archival Services	Terry Ketelsen	303-866-2055	1313 Sherman Street, Room 1B-20	Denver	80203	303-866-2257
Legislative Liaison/Public Information	Jeff Woodhouse	303-866-6484	1600 Broadway, Room 1030	Denver	80203	303-866-6569
State Personnel Board	Richard Djokic	303-764-1472	1120 Lincoln Street, Suite 1420	Denver	80203	303-894-2147

Department of Public Health and Environment

Douglas H. Benevento, Executive Director

4300 Cherry Creek Drive South

Denver, CO 80246

Phone: 303-692-2012 Fax: 303-691-7702

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Administration and Financial Services	Chuck Bayard	303-692-2015	4300 Cherry Creek Drive South	Denver	80246	303-782-0095
Air Pollution Control Division	Margie Perkins	303-692-3100	4300 Cherry Creek Drive South	Denver	80246	303-782-0278
Center for Health and Environmental Information & Statistics	Bob O'Doherty	303-692-2249	4300 Cherry Creek Drive South	Denver	80246	303-691-7704
Communications, Office of	Cindy Parmenter	303-692-2013	4300 Cherry Creek Drive South	Denver	80246	303-782-0095
Consumer Protection Division	Barbara Hruska	303-692-3620	4300 Cherry Creek Drive South	Denver	80246	303-782-6809
Disease Control and Environmental Epidemiology Division	Lisa Miller, MD, MSPH	303-692-2700	4300 Cherry Creek Drive South	Denver	80246	303-782-0904
Environmental Programs	Howard Roitman	303-692-2032	4300 Cherry Creek Drive South	Denver	80246	303-691-7702
External Affairs & Planning	Cindy Duffy	303-692-3473	4300 Cherry Creek Drive South	Denver	80246	303-691-7702
Hazardous Materials and Waste Management Division	Gary Baughman	303-692-3300	4300 Cherry Creek Drive South	Denver	80246	303-759-5355
Health Facilities and Emergency Medical Services Division	Ellen Mangione, MD, MPH	303-692-2800	4300 Cherry Creek Drive South	Denver	80246	303-753-6214
Laboratory Services Division	David Butcher	303-692-3090	8100 Lowry Boulevard	Denver	80230	303-344-9989
Legislative Liaison	Ginny Brown	303-692-3471	4300 Cherry Creek Drive South	Denver	80246	303-691-7702
Prevention & Intervention Services for Children & Youth	Jillian Jacobellis, PhD, MS	303-692-2500	4300 Cherry Creek Drive South	Denver	80246	303-758-3448
State Epidemiologist/Chief Medical Officer	Ned Calonge, MD, MPH	303-692-2662	4300 Cherry Creek Drive South	Denver	80246	303-691-7702
Water Quality Control Division	Mark Pifher	303-692-3500	4300 Cherry Creek Drive South	Denver	80246	303-782-0390

Department of Public Safety

Joe Morales, Executive Director
700 Kipling Street, Suite 3000
Denver, CO 80215

Phone: 303-239-4398 Fax: 303-239-4670 Pager: 303-826-4437
E-mail addresses: FIRSTNAME.LASTNAME@CDPS.STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Colorado Bureau of Investigation	Robert Cantwell	303-239-4201	690 Kipling Street	Lakewood	80215	303-235-0568
Criminal Justice, Division of	Raymond Slaughter	303-239-4451	700 Kipling Street, Suite 1000	Lakewood	80215	303-239-4491
Colorado State Patrol	Colonel Mark V. Trostel	303-239-4403	700 Kipling Street, Suite 3000	Lakewood	80215	303-239-4481
Fire Safety, Division of	Paul Cooke	303-239-5730	700 Kipling Street, Suite 1200	Lakewood	80215	303-239-4405
Legislative Liaison	Ann Terry	303-239-4449	700 Kipling Street, Suite 3000	Lakewood	80215	303-239-4670
Office of Preparedness, Security, and Fire Safety	Karl Wilmes	303-273-1656	15055 South Golden Road Room C-13	Golden	80401	303-273-1688

Department of Regulatory Agencies

Tambor Williams, Executive Director

1560 Broadway, Suite 1550

Denver, CO 80202

Phone: 303-894-7855

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Banking, Division of	Richard Fulkerson	303-894-7575	1560 Broadway, Suite 1175	Denver	80202	303-894-7570
Civil Rights, Division of	Wendell Pryor	303-894-2997	1560 Broadway, Suite 1050	Denver	80202	303-894-7830
Consumer Counsel, Office of	Vacant	303-894-2121	1580 Logan Street, Suite 740	Denver	80203	303-894-2117
Financial Services, Division of	David L. Paul	303-894-2336	1560 Broadway, Suite 1520	Denver	80202	303-894-7886
Insurance, Division of	Doug Dean	303-894-7499	1560 Broadway, Suite 850	Denver	80202	303-894-7455
Legislative Liaison	Geoffrey Hier	303-894-7873	1560 Broadway, Suite 1550	Denver	80202	303-894-7885
Policy Research and Regulatory Reform, Office of Sunrise/Sunset Program	Bruce Harrelson	303-894-2992	1560 Broadway, Suite 1550	Denver	80202	303-894-7885
Public Utilities Commission	Bruce Smith	303-894-2000	1580 Logan Street, Office Level 2	Denver	80203	303-894-2065
Real Estate, Division of	Debbie Campagnola	303-894-2166	1900 Grant Street, Suite 600	Denver	80203	303-894-2683
Registrations (professional and occupational licensing boards)	Rosemary McCool	303-894-7729	1560 Broadway, Suite 1300	Denver	80202	303-894-7692
Securities, Division of	Fred Joseph	303-894-2320	1580 Lincoln, Suite 420	Denver	80203	303-861-2126

Department of Revenue

M. Michael Cooke, Executive Director
1375 Sherman Street
Denver, CO 80261

Phone: 303-866-5610 Fax: 303-866-2400

E-mail addresses: FIRSTINITIALLASTNAME@SPIKE.DOR.STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Cash and Document Processing Division	Cheryl McHugh	303-866-2797	Capitol Annex, Room 304	Denver	80203	303-866-2266
Chief Information Officer	Nolan Jones	303-866-2721	Capitol Annex, Room 719	Denver	80203	303-866-2270
Division of Motor Vehicles	Steve Tool	303-205-8388	1881 Pierce Street	Lakewood	80214	303-205-5975
Driver Control	Joan Vecchi	303-205-5795	1881 Pierce Street	Lakewood	80214	303-205-5990
Driver License	Roni White	303-205-5637	1881 Pierce Street	Lakewood	80214	303-205-5634
Motor Carrier Services	Aurora Ruiz-Hernandez	303-205-8300	1881 Pierce Street	Lakewood	80214	303-205-5764
Titles and Registration	Maren Rubino	303-205-5750	1881 Pierce Street	Lakewood	80214	303-205-5978
Enforcement Group	Dave Dechant	303-205-1306	1881 Pierce Street	Lakewood	80214	303-205-1342
Auto Industry Division/ Motor Vehicle Dealer Board	Linda Petkash	303-205-5743	1881 Pierce Street	Lakewood	80214	303-205-5977
Division of Gaming	Mark Wilson	303-205-1314	1881 Pierce Street	Lakewood	80214	303-205-1342
Division of Liquor Enforcement	Matt Cook	303-205-2342	1881 Pierce Street	Lakewood	80214	303-205-2341
Division of Racing	Dan Hartman	303-205-2903	1881 Pierce Street	Lakewood	80214	303-205-2950
Legislative Liaison/PIO	Diane Reimer	303-866-2819	Capitol Annex, Room 408	Denver	80203	303-866-2400
Lottery Division	Margaret (Peggy) Gordon	303-759-6807	201 West 8th Street	Pueblo	81003	719-546-5208
Office of Tax Research and Analysis	Jim Huyghebaert	303-866-5596	Capitol Annex, Room 404	Denver	80203	303-866-3087
Tax Group	John Vecchiarelli	303-866-3714	Capitol Annex, Room 504	Denver	80203	303-866-2265
Taxpayer Services	Neil Tillquist	303-866-2114	Capitol Annex, Room 204	Denver	80203	303-866-3211
Field Audit Section	Becky Wetzel	303-355-0400 Ext. 222	400 S. Colorado Blvd.	Denver	80203	303-355-0951
Tax Conferee	Art Crespin	303-866-2554	Capitol Annex, Room 231	Denver	80203	303-866-2096

Department of State

Donette Davidson, Secretary of State
1560 Broadway, Suite 200
Denver, CO 80202
Phone: 303-894-2200

E-mail addresses: FIRSTNAME.LASTNAME@SOS.STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Administration Division	Dana Williams	303-894-2200 Ext. 6108	1560 Broadway, Suite 200	Denver	80202	303-869-4860
Business Division	Keith Whitelaw	303-894-2200 Ext. 6102	1560 Broadway, Suite 200	Denver	80202	303-869-4864
Elections Division	Bill Compton	303-894-2200 Ext. 6301	1560 Broadway, Suite 200	Denver	80202	303-869-4861
Legislative Liaison	Bill Hobbs, Deputy Secretary of State	303-894-2200 Ext. 6109	1560 Broadway, Suite 200	Denver	80202	303-869-4860
Licensing	Johanna Billmyer, Director of Policy and Analysis	303-894-2200 (press 4)	1560 Broadway, Suite 1000	Denver	80202	303-869-4871
Licensing	Mike Shea, Director of Operations	303-894-2200 (press 4)	1560 Broadway, Suite 1000	Denver	80202	303-869-4871

Department of Transportation

Tom Norton, Executive Director

Phone: 303-757-9201

Peggy Catlin, Deputy Director

Phone: 303-757-9208

4201 East Arkansas Avenue, Room 262

Denver, CO 80222

Fax: 303-757-9656

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Aeronautics	Travis Vallin	303-261-4418	5200 Front Range Parkway	Watkins	80137	303-261-9608
Chief Engineer	Craig Siracusa	303-757-9204	4201 East Arkansas Avenue, Room 262	Denver	80222	303-757-9656
Financial Management and Budget	Laurie Reed	303-757-9262	4201 East Arkansas Avenue, Room 235	Denver	80222	303-757-9090
Human Resources and Administration	Celina Benavidez	303-757-9163	4201 East Arkansas Avenue, Room 262	Denver	80222	303-757-9656
Legislative Liaison	Herman Stockinger	303-757-9077	4201 East Arkansas Avenue, Room 230	Denver	80222	303-757-9877
Policy Office	Jennifer Webster	303-757-9772	4201 East Arkansas Avenue, Room 230	Denver	80222	303-757-9877
Public Information Office	Stacy Stegman	303-757-9362	4201 East Arkansas Avenue, Room 277	Denver	80222	303-757-9153
Safety and Traffic Engineering	Gabriela Vidal	303-757-9879	4201 East Arkansas Avenue, Room 172	Denver	80222	303-757-9219
Transportation Commission	Jennifer Webster	303-757-9013	4201 East Arkansas Avenue, Room 270	Denver	80222	303-757-9717
Transportation Development	Jennifer Finch	303-757-9525	4201 East Arkansas Avenue, Room 262	Denver	80222	303-757-9656

Department of Treasury

Mike Coffman, State Treasurer
Dick Murphy, Acting Deputy State Treasurer
State Capitol Building, Room 140
200 East Colfax Avenue
Denver, CO 80203

Phone: 303-866-2441 Fax: 303-866-2123

E-mail addresses: FIRSTNAME.LASTNAME@STATE.CO.US

Agency	Director or Head	Phone	Address	City	Zip	Fax
Accounting Section	Jo Ann Vondracek	303-866-5826	State Capitol Building, Room 140	Denver	80203	303-866-2123
Administration	Jeff Bull/ Bill Ray	303-866-2442	State Capitol Building, Room 140	Denver	80203	303-866-2123
Cash Management Section	Doug Windes	303-866-3253	State Capitol Building, Room 140	Denver	80203	303-866-2123
Investment Section	Helen DiBartolomeo	303-866-5651	State Capitol Building, Room 140	Denver	80203	303-866-2123
Legislative Liaison	Ben Stein	303-866-2441	State Capitol Building, Room 140	Denver	80203	303-866-2123
Unclaimed Property Section	Patty White	303-894-2443	1120 Lincoln Street, Suite 1004	Denver	80203	303-894-2351

ALPHABETICAL LISTING OF MAJOR EXECUTIVE, LEGISLATIVE AND JUDICIAL AGENCIES OF COLORADO STATE GOVERNMENT

Agency	Director or Head	Address	City	Zip	Phone	Fax
Accounting Section (Dept. of Treasury)	Jo Ann Vondracek	State Capitol Building, Room 140	Denver	80203	303-866-5826	303-866-2123
Adams State College (Dept. of Higher Education)	Richard Wueste	208 Edgemont Blvd.	Alamosa	81102	719-587-7011	719-587-7522
Administration (Dept. of Treasury)	Jeff Bull/ Bill Ray	State Capitol Building, Room 140	Denver	80203	303-866-2442	303-866-2123
Administration and Finance (Dept. of Corrections)	L.D. Hay	2862 South Circle Drive	Colo. Springs	80906	719-226-4727	719-226-4728
Administration and Financial Services (Dept. of Public Health & Environment)	Chuck Bayard	4300 Cherry Creek Drive South	Denver	80246	303-692-2015	303-782-0095
Administration Division (Dept. of State)	Dana Williams	1560 Broadway, Suite 200	Denver	80202	303-894-2200 Ext. 6108	303-869-4860
Administrative Hearings (Dept. of Personnel & Administration)	Michael Williams	1120 Lincoln Street, Room 1400	Denver	80203	303-894-2500	303-894-2541
Adult Parole/Community Corrections & Youthful Offender System (Dept. of Corrections)	Jeaneene Miller	12157 W. Cedar Drive	Lakewood	80228	303-763-2434	303-763-2458
Aeronautics (Dept. of Transportation)	Travis Vallin	5200 Front Range Parkway	Watkins	80137	303-261-4418	303-261-9608
Aging and Adult Services (Dept. of Human Services)	Jeanette Hensley	1575 Sherman Street, 10th Floor	Denver	80203	303-866-2636	303-866-2696
Agricultural Statistics Service, Colorado (Dept. of Agriculture)	Renee N. Picanso	645 Parfet Street, Suite W-201	Lakewood	80215	303-236-2300	303-236-2299
Air National Guard (Dept. of Military & Veterans Affairs)	Brigadier General D. Keith Harris	84 North Aspen Street, Buckley Air Force Base	Centennial	80011	720-847-9145	720-847-9976
Air Pollution Control Division (Dept. of Public Health & Environment)	Margie Perkins	4300 Cherry Creek Drive South	Denver	80246	303-692-3100	303-782-0278
Alcohol and Drug Abuse (Dept. of Human Services)	Janet Wood	4055 S. Lowell Blvd.	Denver	80236	303-866-7486	303-866-7481

Agency	Director or Head	Address	City	Zip	Phone	Fax
Animal Health Laboratory (Dept. of Agriculture)	Richard Forde	2331 West 31st Avenue	Denver	80211	303-477-0049	303-458-7857
Animal Industry (Dept. of Agriculture)	Dr. Wayne Cunningham	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4161	303-239-4164
Army National Guard (Dept. of Military & Veterans Affairs)	Brigadier General Patrick O'Hara	Patriot Plaza, 6848 South Revere Parkway	Centennial	80112	720-847-8803	720-847-8808
Assessment (Dept. of Education)	Elizabeth Celva	State Office Building, Room 104, 201 East Colfax Avenue	Denver	80203	303-866-6760 or 866-6806	303-866-6680
Assessment Appeals, Board of (Dept. of Local Affairs)	Diane Fechisin	1313 Sherman Street, Room 315	Denver	80203	303-866-5880	303-866-4485
Auraria Higher Education Center (Dept. of Higher Education)	Dean Wolf	1027 9th Street Park, P.O. Box 173361, Campus Box A	Denver	80217	303-556-3291	303-556-4403
Auto Industry Division/ Motor Vehicle Dealer Board (Dept. of Revenue)	Linda Petkash	1881 Pierce Street	Lakewood	80214	303-205-5743	303-205-5977
Banking, Division of (Dept. of Regulatory Agencies)	Richard Fulkerson	1560 Broadway, Suite 1175	Denver	80202	303-894-7575	303-894-7570
Bio-Chemical Laboratory (Dept. of Agriculture)	Charlie Hagburg	2331 West 31st Avenue	Denver	80211	303-477-0014	303-480-9236
Board of Education, State (Dept. of Education)	Karen Gerwitz	State Office Building, Room 500, 201 East Colfax Avenue	Denver	80203	303-866-6809 or 866-6817	303-866-6938
Boards and Commissions (Gov.-Lt. Gov. - State Planning & Budgeting Office)	Barb Card	State Capitol Building, Room 136	Denver	80203	303-866-2471	
Boards and Commissions and Consumer Relations (Dept. of Human Services)	Mary McGhee	1575 Sherman Street, 1st Floor	Denver	80203	303-866-5990	303-866-5024
Brand Inspection (Dept. of Agriculture)	Gary Shoun	201 Livestock Exchange Building, 4701 Marion Street	Denver	80216	303-294-0895	303-294-0918
Budget and Business Operations (Dept. of Corrections)	Dixie Reed	2862 South Circle Drive	Colo. Springs	80906	719-226-4749	719-226-4720
Budget Division (Dept. of Health Care Policy & Financing)	Lisa Esgar	1570 Grant Street, 2nd Floor	Denver	80203	303-866-2854	303-866-3669
Bureau of Investigation, Colorado (Dept. of Public Safety)	Robert Cantwell	690 Kipling Street	Lakewood	80215	303-239-4201	303-235-0568

Agency	Director or Head	Address	City	Zip	Phone	Fax
Business & Licensing (Dept. of Law)	Diana Black, Interim	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5307	303-866-5395
Business Division (Dept. of State)	Keith Whitelaw	1560 Broadway, Suite 200	Denver	80202	303-894-2200 Ext. 6102	303-869-4864
Cash and Document Processing Division (Dept. of Revenue)	Cheryl McHugh	Capitol Annex, Room 304	Denver	80203	303-866-2797	303-866-2266
Cash Management Section (Dept. of Treasury)	Doug Windes	State Capitol Building, Room 140	Denver	80203	303-866-3253	303-866-2123
Center for Health and Environmental Information & Statistics (Dept. of Public Health & Environment)	Bob O'Doherty	4300 Cherry Creek Drive South	Denver	80246	303-692-2249	303-691-7704
Central & Real Estate Services (Dept. of Personnel & Administration)	Linda Summers	225 East 16th Avenue, Room 800	Denver	80203	303-866-3970	303-894-2375
Chief Counsel to the Governor (Gov.-Lt. Gov. - State Planning & Budgeting Office)	Cynthia Honssinger	State Capitol Building, Room 136	Denver	80203	303-866-6390	
Chief Engineer (Dept. of Transportation)	Craig Siracusa	4201 East Arkansas Avenue, Room 262	Denver	80222	303-757-9204	303-757-9656
Chief Information Officer (Dept. of Revenue)	Nolan Jones	Capitol Annex, Room 719	Denver	80203	303-866-2721	303-866-2270
Chief of Staff (Gov.-Lt. Gov. - State Planning & Budgeting Office)	Bob Lee	State Capitol Building, Room 136	Denver	80203	303-866-6290	
Child Care Services (Dept. of Human Services)	Stephen Heiling	1575 Sherman Street, 1st Floor	Denver	80203	303-866-5943	303-866-4453
Child Support Enforcement (Dept. of Human Services)	Pauline Burton	1575 Sherman Street, 5th Floor	Denver	80203	303-866-5050	303-866-4360
Child Welfare Services (Dept. of Human Services)	Ted Trujillo	1575 Sherman Street, 2nd Floor	Denver	80203	303-866-4365	303-866-5563
Childrens Health & Rehabilitation Services (Dept. of Human Services)	Claudia Zundel	3824 West Princeton Circle	Denver	80236	303-866-7528	303-866-7470
CHP+ Division (Dept. of Health Care Policy & Financing)	Barbara Ladon	1570 Grant Street, 1st Floor	Denver	80203	303-866-3227	303-866-4411
Civil Air Patrol (Dept. of Military & Veterans Affairs)	Greg Cortum, Commander	Colorado Wing, Civil Air Patrol, Stop 33	Centennial	80011	720-847-5003	720-847-5009

Agency	Director or Head	Address	City	Zip	Phone	Fax
Civil Air Patrol (Dept. of Military & Veterans Affairs)	Patti Sampers, Administrator	19210 East Breckenridge Avenue, Buckley Air Force Base	Centennial	80011	720-847-5003	720-847-5009
Civil Litigation (Dept. of Law)	Beth McCann	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5236	303-866-5443
Civil Rights, Division of (Dept. of Regulatory Agencies)	Wendell Pryor	1560 Broadway, Suite 1050	Denver	80202	303-894-2997	303-894-7830
Client Services Division (Dept. of Health Care Policy & Financing)	Vacant	1570 Grant Street, 4th Floor	Denver	80203	303-866-2823	303-866-3552
College Invest (Dept. of Higher Education)	Debra DeMuth	1801 Broadway, Suite 1200	Denver	80203	303-295-1981	303-296-4811
Colorado Bureau of Investigation (Dept. of Public Safety)	Robert Cantwell	690 Kipling Street	Lakewood	80215	303-239-4201	303-235-0568
Colorado State Patrol (Dept. of Public Safety)	Colonel Mark V. Trostel	700 Kipling Street, Suite 3000	Lakewood	80215	303-239-4403	303-239-4481
Colorado State University (Dept. of Higher Education)	Larry E. Penley, President	102 Administration Building	Fort Collins	80523	970-491-6211	
"Colorado Works" – Temporary Assistance to Needy Families (Dept. of Human Services)	Kevin Richards	1575 Sherman Street, 3rd Floor	Denver	80203	303-866-2054	303-866-5488
Communications (Dept. of Human Services)	Liz McDonough	1575 Sherman Street, 8th Floor	Denver	80203	303-866-5822	303-866-4740
Communications (Dept. of Agriculture)	Linh Truong	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4190	303-239-4176
Communications, Office of (Dept. of Public Health & Environment)	Cindy Parmenter	4300 Cherry Creek Drive South	Denver	80246	303-692-2013	303-782-0095
Community Colleges of Colorado (Dept. of Higher Education)	Nancy McCallin	1391 North Speer Boulevard, Suite 600	Denver	80204	303-595-1552	303-620-4043
Conservation Board (Dept. of Agriculture)	Bob Zebroski	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4111	303-239-4125
Consumer Counsel, Office of (Dept. of Regulatory Agencies)	Vacant	1580 Logan Street, Suite 740	Denver	80203	303-894-2121	303-894-2117
Consumer Protection (Dept. of Law)	Jan Zavislan	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5079	303-866-5443

Agency	Director or Head	Address	City	Zip	Phone	Fax
Consumer Protection Division (Dept. of Public Health & Environment)	Barbara Hruska	4300 Cherry Creek Drive South	Denver	80246	303-692-3620	303-782-6809
Controller & Operations Division (Dept. of Health Care Policy & Financing)	Phil Reed	1570 Grant Street, 2nd Floor	Denver	80203	303-866-2764	303-866-3669
Correctional Industries (Dept. of Corrections)	Giles Spaulding	2862 South Circle Drive	Colo. Springs	80906	719-226-4208	719-226-4220
Council on the Arts, Colorado (Dept. of Higher Education)	Elaine Mariner	1380 Lawrence Street, Suite 1200	Denver	80204	303-866-2723	303-866-4266
County Commissioner Liaison (Dept. of Human Services)	John Bernhart	1575 Sherman Street, 8th Floor	Denver	80203	303-866-3985	303-866-4212
Court of Appeals (Judicial Branch)	John Doerner, Clerk of Court of Appeals	State Judicial Building, Room 300, 2 East 14th Avenue	Denver	80203	303-837-3785	303-837-3702
Criminal Justice (Dept. of Law)	Bryan Whitney, Interim	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5672	303-866-3955
Criminal Justice, Division of (Dept. of Public Safety)	Raymond Slaughter	700 Kipling Street, Suite 1000	Lakewood	80215	303-239-4451	303-239-4491
Department of Military & Veterans Affairs (Dept. of Military & Veterans Affairs)	William L. Robinson, Deputy Director	Patriot Plaza, 6848 South Revere Parkway	Centennial	80112	720-847-8947	720-847-8946
Deputy Chief of Staff for Legislative Affairs (Gov.-Lt. Gov. - State Planning & Budgeting Office)	Chris Castillian and Rachel Nance	State Capitol Building, Room 136	Denver	80203	303-866-6452	
Deputy Chief of Staff for Policy (Gov.-Lt. Gov. - State Planning & Budgeting Office)	Chris Castillian	State Capitol Building, Room 136	Denver	80203	303-866-6380	
Deputy Commissioner/Legislative Liaison (Dept. of Agriculture)	Sheldon Jones	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4100	303-239-4176
Developmental Disabilities (Dept. of Human Services)	Fred DeCrescentis	3824 West Princeton Circle	Denver	80236	303-866-7454	303-866-7470
Disease Control and Environmental Epidemiology Division (Dept. of Public Health & Environment)	Lisa Miller, MD, MSPH	4300 Cherry Creek Drive South	Denver	80246	303-692-2700	303-782-0904
Driver Control (Dept. of Revenue)	Joan Vecchi	1881 Pierce Street	Lakewood	80214	303-205-5795	303-205-5990
Driver License (Dept. of Revenue)	Roni White	1881 Pierce Street	Lakewood	80214	303-205-5637	303-205-5634

Agency	Director or Head	Address	City	Zip	Phone	Fax
Economic Development, Office of (Gov.-Lt. Gov. - State Planning & Budgeting Office)	Brian Vogt	1625 Broadway, Suite 1710	Denver	80202	303-892-3840	
Educational Services (Dept. of Education)	Gary Sibigtroth	State Office Building, Room 206, 201 East Colfax Avenue	Denver	80203	303-866-6679 or 866-6935	303-866-6874
Educator Licensure/Professional Services (Dept. of Education)	Dorothy Gotlieb	State Office Building, Room 201, 201 East Colfax Avenue	Denver	80203	303-866-6945 or 866-6932	303-866-6968
Elections Division (Dept. of State)	Bill Compton	1560 Broadway, Suite 200	Denver	80202	303-894-2200 Ext. 6307	303-869-4861
Emergency Management, Division of (Dept. of Local Affairs)	Tom Grier	15075 S. Golden Road	Golden	80401	303-273-1622	303-273-1795
Employment & Training (Dept. of Labor & Employment)	Don Peitersen	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8002	303-318-8930
Employment Law (Dept. of Law)	Vacant	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5076	303-866-5443
Energy Conservation, Office of (Gov.-Lt. Gov. - State Planning & Budgeting Office)	Rick Grice	1675 Broadway, Suite 1300	Denver	80202	303-894-2383	
Enforcement Group (Dept. of Revenue)	Dave Dechant	1881 Pierce Street	Lakewood	80214	303-205-1306	303-205-1342
Environmental Programs (Dept. of Public Health & Environment)	Howard Roitman	4300 Cherry Creek Drive South	Denver	80246	303-692-2032	303-691-7702
Epidemiologist/Chief Medical Officer, State (Dept. of Public Health & Environment)	Ned Calonge, MD, MPH	4300 Cherry Creek Drive South	Denver	80246	303-692-2662	303-691-7702
External Affairs & Planning (Dept. of Public Health & Environment)	Cindy Duffy	4300 Cherry Creek Drive South	Denver	80246	303-692-3473	303-691-7702
External/Legislative Affairs (Dept. of Health Care Policy & Financing)	Barbara Prehmus	1570 Grant Street, 4th Floor	Denver	80203	303-866-2708	303-866-4411
Field Audit Section (Dept. of Revenue)	Becky Wetzel	400 S. Colorado Blvd.	Denver	80203	303-355-0400 Ext. 222	303-355-0951
Finance & Procurement (Dept. of Personnel & Administration)	Richard Pennington	1525 Sherman Street, Room 250	Denver	80203	303-866-3281	303-894-4233
Financial Management and Budget (Dept. of Transportation)	Laurie Reed	4201 East Arkansas Avenue, Room 235	Denver	80222	303-757-9262	303-757-9090

Agency	Director or Head	Address	City	Zip	Phone	Fax
Financial Services, Division of (Dept. of Regulatory Agencies)	David L. Paul	1560 Broadway, Suite 1520	Denver	80202	303-894-2336	303-894-7886
Fire Safety, Division of (Dept. of Public Safety)	Paul Cooke	700 Kipling Street, Suite 1200	Lakewood	80215	303-239-5730	303-239-4405
Food Assistance (Dept. of Human Services)	Bridget Barron	1575 Sherman Street, 3rd Floor	Denver	80203	303-866-2535	303-866-5098
Forestry, Division of (Dept. of Natural Resources)	Jim Hubbard, State Forester	Colorado State Forest Service, CSU - 203 Forestry Bldg.	Ft. Collins	80523	970-491-7293	970-491-7736
Ft. Lewis College (Dept. of Higher Education)	Dr. Brad Bartel, President	1000 Rim Drive	Durango	81301	970-247-7100	970-247-7197
Gaming, Division of (Dept. of Revenue)	Mark Wilson	1881 Pierce Street	Lakewood	80214	303-205-1314	303-205-1342
Geological Survey (Dept. of Natural Resources)	Vince Mathews, State Geologist	Centennial Building, 7th Floor	Denver	80203	303-866-2611	303-866-2461
Hazardous Materials and Waste Management Division (Dept. of Public Health & Environment)	Gary Baughman	4300 Cherry Creek Drive South	Denver	80246	303-692-3300	303-759-5355
Health Benefits Division (Dept. of Health Care Policy & Financing)	Laurel Karabatsos	1570 Grant Street, 3rd Floor	Denver	80203	303-866-2445	303-866-2573
Health Facilities and Emergency Medical Services Division (Dept. of Public Health & Environment)	Ellen Mangione, MD, MPH	4300 Cherry Creek Drive South	Denver	80246	303-692-2800	303-753-6214
Historical Society, Colorado (Dept. of Higher Education)	Georgianna Contiguglia, President	Colorado History Museum,	Denver	80203	303-866-3355	303-866-4464
House of Representatives (Legislative Branch)	Marilyn Eddins, Chief Clerk	State Capitol Building, Room 271, 200 East Colfax Avenue	Denver	80203	303-866-2345	None
Housing, Division of (Dept. of Local Affairs)	Kathi Williams	1313 Sherman Street, Room 518	Denver	80203	303-866-2033	303-866-4077
Human Resource Services (Dept. of Personnel & Administration)	Jeff Schutt	1313 Sherman Street, Room 122	Denver	80203	303-866-2323	303-866-2021
Human Resources and Administration (Dept. of Transportation)	Celina Benavidez	4201 East Arkansas Avenue, Room 262	Denver	80222	303-757-9163	303-757-9656
Industrial Claim Appeals Panel (Dept. of Labor & Employment)	Dona Halsey	1515 Arapahoe Street, Tower 2, Suite 350	Denver	80202	303-318-8133	303-318-8139

Agency	Director or Head	Address	City	Zip	Phone	Fax
Information Technology Division (Dept. of Health Care Policy & Financing)	John Wagner	1570 Grant Street, 2nd Floor	Denver	80203	303-866-4017	303-866-3669
Information Technologies (DOIT), Division of (Dept. of Personnel & Administration)	Richard Malinowski	690 Kipling Street	Lakewood	80215	303-239-4313	303-239-4383
Information/Archival Services (Dept. of Personnel & Administration)	Terry Ketelsen	1313 Sherman Street, Room 1B-20	Denver	80203	303-866-2055	303-866-2257
Inspection and Consumer Services (Dept. of Agriculture)	Ron Turner	2331 West 31st Avenue	Denver	80211	303-477-0076	303-480-9236
Insurance, Division of (Dept. of Regulatory Agencies)	Doug Dean	1560 Broadway, Suite 850	Denver	80202	303-894-7499	303-894-7455
International Trade Office (Gov.-Lt. Gov. - State Planning & Budgeting Office)	Brian Vogt	1625 Broadway, 9th Floor	Denver	80202	303-892-3840	
Investment Section (Dept. of Treasury)	Helen DiBartolomeo	State Capitol Building, Room 140	Denver	80203	303-866-5651	303-866-2123
Joint Budget Committee (Legislative Branch)	John Ziegler, Staff Director	Legislative Services Building, 200 East 14th Avenue	Denver	80203	303-866-2061	303-866-2150
Judicial Administration (Judicial Branch)	Gerald A. Marroney, State Court Administrator	1301 Pennsylvania, Suite 300	Denver	80203	303-837-3668	303-837-2340
Juvenile Parole Board (Dept. of Human Services)	Mary McGhee	1575 Sherman Street, 1st Floor	Denver	80203	303-866-2321	303-866-5024
Labor Market Information (Dept. of Labor & Employment)	Alexandra Hall	1515 Arapahoe Street, Tower 2, Suite 300	Denver	80202	303-318-8898	303-318-8870
Labor Standards (Dept. of Labor & Employment)	Michael McArdle	1515 Arapahoe Street, Tower 2, Suite 375	Denver	80202	303-318-8468	303-318-8070
Laboratory Services Division (Dept. of Public Health & Environment)	David Butcher	8100 Lowry Boulevard	Denver	80230	303-692-3090	303-344-9989
Land Commissioners, Board of (Dept. of Natural Resources)	Britt Weggandt	Centennial Building, 6th Floor	Denver	80203	303-866-3454	303-866-3152
Law Library (Judicial Branch)	Martha Campbell	State Judicial Building, Room B112, 2 East 14th Avenue	Denver	80203	303-837-3720	303-864-4510
Legal Counsel (Judicial Branch)	Carol M. Haller, Legislative Liaison	1301 Pennsylvania, Suite 300	Denver	80203	303-861-1111	303-837-2340

Agency	Director or Head	Address	City	Zip	Phone	Fax
Legislative Council Staff (Legislative Branch)	Kirk Mlinek, Director of Research	State Capitol Building, Room 029, 200 East Colfax Avenue	Denver	80203	303-866-3521	303-866-3855
Legislative Legal Services, Office of (Legislative Branch)	Charley Pike, Director	State Capitol Building, Room 091, 200 East Colfax Avenue	Denver	80203	303-866-2045	303-866-4157
Library, State (Dept. of Education)	Nancy Bolt	State Office Building, Room 309, 201 East Colfax Avenue	Denver	80203	303-866-6733 or 866-6900	303-866-6940
Licensing (Dept. of State)	Johanna Billmyer, Director of Policy & Analysis	1560 Broadway, Suite 1000	Denver	80202	303-894-2200) (press 4)	303-869-4871
Licensing (Dept. of State)	Mike Shea, Director of Operations	1560 Broadway, Suite 1000	Denver	80202	303-894-2200 (press 4)	303-869-4871
Liquor Enforcement, Division of (Dept. of Revenue)	Matt Cook	1881 Pierce Street	Lakewood	80214	303-205-2342	303-205-2341
Local Government, Division of (Dept. of Local Affairs)	Barbara Kirkmeyer	1313 Sherman Street, Room 521	Denver	80203	303-866-4988	303-866-4819
Long Term Benefits Division (Dept. of Health Care Policy & Financing)	Viki Manley	1570 Grant Street, 3rd Floor	Denver	80203	303-866-2991	303-866-2573
Lottery Division (Dept. of Revenue)	Margaret (Peggy) Gordon	201 West 8th Street	Pueblo	81003	303-759-6807	719-546-5208
Management, Budget, and Planning (Dept. of Education)	Karen Stroup	State Office Building, Room 505, 201 East Colfax Avenue	Denver	80203	303-866-6822 or 866-6806	303-830-0793
Markets (Dept. of Agriculture)	Jim Rubingh	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4117	303-239-4125
Medical Assistance Office (Dept. of Health Care Policy & Financing)	Vivianne Chaumont	1570 Grant Street, 3rd Floor	Denver	80203	303-866-3058	303-866-3476
Mental Health (Dept. of Human Services)	Tom Barrett	3824 West Princeton Circle	Denver	80236	303-866-7401	303-866-7428
Mesa State College (Dept. of Higher Education)	Tim Foster	1100 North Avenue	Grand Junction	81501	970-248-1020	970-248-1903
Metro State College (Dept. of Higher Education)	Dr. Ray Kieft, Interim President	P.O. Box 173362	Denver	80217	303-556-3022	
Minerals and Geology, Division of (Dept. of Natural Resources)	Ron Cattany	Centennial Building, 2nd Floor	Denver	80203	303-866-3567	303-832-8106

Agency	Director or Head	Address	City	Zip	Phone	Fax
Motor Carrier Services (Dept. of Revenue)	Aurora Ruiz-Hernandez	1881 Pierce Street	Lakewood	80214	303-205-8300	303-205-5764
Motor Vehicles, Division of (Dept. of Revenue)	Steve Tool	1881 Pierce Street	Lakewood	80214	303-205-8388	303-205-5975
Natural Resources & Environment (Dept. of Law)	Casey Shpall, Interim	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5127	303-866-3558
Nursing Homes – State and Veterans (Dept. of Human Services)	Robert Shaw - Acting	P.O. Box 1420	Rifle	81650	970-625-0842	970-625-3706
Oil and Gas Conservation Commission (Dept. of Natural Resources)	Brian Macke	1120 Lincoln, Room 801	Denver	80203	303-894-2100	303-894-2109
Oil Inspection/Public Safety (Dept. of Labor & Employment)	Dick Piper	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8502	303-318-8546
Operations & Finance Office (Dept. of Health Care Policy & Financing)	Marilyn Golden	1570 Grant Street, 4th Floor	Denver	80203	303-866-5624	303-866-4411
Parks and Outdoor Recreation, Division of (Dept. of Natural Resources)	Lyle Laverty	Centennial Building, 6th Floor	Denver	80203	303-866-2884	303-866-3206
Parole Board (Dept. of Corrections)	Allan Stanley	1600 West 24th Bldg. #54	Pueblo	81003	719-583-5800	719-583-5805
Parole/Community (Dept. of Corrections)	Tim Hand	12157 West Cedar Drive	Lakewood	80228	303-763-2429	303-763-2471
Parole/Community (Dept. of Corrections)	Brian Gomez	12157 West Cedar Drive	Lakewood	80228	719-763-2408 or 719-545-9339	719-763-2471
Parole/Community (Dept. of Corrections)	Roberta Monchak	12157 West Cedar Drive	Lakewood	80228	303-763-2433	303-763-2446
Personnel Board, State (Dept. of Personnel & Administration)	Richard Djokic	1120 Lincoln Street, Suite 1420	Denver	80203	303-764-1472	303-894-2147
Plant Industry (Dept. of Agriculture)	Ron Turner	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4139	303-239-4177
Policy and Initiatives (Dept. of Agriculture)	Jim Miller	700 Kipling Street, Suite 4000	Lakewood	80215	303-239-4103	303-239-4176
Policy Office (Dept. of Transportation)	Jennifer Webster	4201 East Arkansas Avenue, Room 230	Denver	80222	303-757-9772	303-757-9877

Agency	Director or Head	Address	City	Zip	Phone	Fax
Policy Research and Regulatory Reform, Office of Sunrise/Sunset Program (Dept. of Regulatory Agencies)	Bruce Harrelson	1560 Broadway, Suite 1550	Denver	80202	303-894-2992	303-894-7885
Preparedness, Security, and Fire Safety, Office of (Dept. of Public Safety)	Karl Wilmes	15055 South Golden Road, Room C-13	Golden	80401	303-273-1656	303-273-1688
Press Secretary (Gov.-Lt. Gov. - State Planning & Budgeting Office)	Dan Hopkins	State Capitol Building, Room 136	Denver	80203	303-866-6324	
Prevention & Intervention Services for Children & Youth (Dept. of Public Health & Environment)	Jillian Jacobellis, PhD, MS	4300 Cherry Creek Drive South	Denver	80246	303-692-2500	303-758-3448
Prisons (Dept. of Corrections)	Nolin Renfrow	2862 South Circle Drive	Colo. Springs	80906	719-226-4774	719-226-4775
Property Tax, Division of (Dept. of Local Affairs)	Mary Huddleston	1313 Sherman Street, Room 419	Denver	80203	303-866-2371	303-866-4000
Public Defender (Judicial Branch)	David Kaplan	Petroleum Building, 110 16th Street, Suite 800	Denver	80202	303-620-4888	303-620-4931
Public Information (Dept. of Corrections)	Alison Morgan	2862 South Circle Drive	Colo. Springs	80906	719-226-4719	719-226-4485
Public Information/Legislative Liaison (Dept. of Personnel & Administration)	Jeff Woodhouse	1600 Broadway, Room 1030	Denver	80203	303-866-6484	303-866-6569
Public Information Office (Dept. of Transportation)	Stacy Stegman	4201 East Arkansas Avenue, Room 277	Denver	80222	303-757-9362	303-757-9153
Public Information Officer/Legislative Liaison (Dept. of Labor & Employment)	Kara Miller Tupa (Acting)	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8016	303-318-8070
Public Information Officer/Legislative Liaison (Dept. of Revenue)	Diane Reimer	Capitol Annex, Room 408	Denver	80203	303-866-2819	303-866-2400
Public School Finance (Dept. of Education)	Vody Herrmann	State Office Building, Room 509, 201 East Colfax Avenue	Denver	80203	303-866-6845 or 866-6818	303-866-6888
Public Utilities Commission (Dept. of Regulatory Agencies)	Bruce Smith	1580 Logan Street, Office Level 2	Denver	80203	303-894-2000	303-894-2065
Racing, Division of (Dept. of Revenue)	Dan Hartman	1881 Pierce Street	Lakewood	80214	303-205-2903	303-205-2950

Agency	Director or Head	Address	City	Zip	Phone	Fax
Rates & Analysis Division (Dept. of Health Care Policy & Financing)	Roger Gunter	1570 Grant Street, 3rd Floor	Denver	80203	303-866-3163	303-866-2573
Real Estate, Division of (Dept. of Regulatory Agencies)	Debbie Campagnola	1900 Grant Street, Suite 600	Denver	80203	303-894-2166	303-894-2683
Registrations (professional & occupational licensing boards) (Dept. of Regulatory Agencies)	Rosemary McCool	1560 Broadway, Suite 1300	Denver	80202	303-894-7729	303-894-7692
Research & Planning (Dept. of Corrections)	Scott Hromas	2862 South Circle Drive	Colo. Springs	80906	719-226-4380	719-226-4355
Revisor of Statutes (Legislative Services Agencies)	Jennifer Gilroy, Revisor of Statutes	State Capitol Building, Room 091, 200 East Colfax Avenue	Denver	80203	303-866-2045	303-866-4157
Rural Job Training (Dept. of Labor & Employment)	Wayne Bulander	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8830	303-318-8930
Safety and Traffic Engineering (Dept. of Transportation)	Gabriela Vidal	4201 East Arkansas Avenue, Room 172	Denver	80222	303-757-9879	303-757-9219
School for the Deaf and the Blind (Dept. of Education)	Carol Hilty, Acting Superintendent	33 North Institute Street	Colo. Springs	80903	719-578-2102	719-578-2258
School of Mines, Colorado (Dept. of Higher Education)	Dr. John Trefny	1500 Illinois Street	Golden	80401	303-273-3280	303-273-3278
Securities, Division of (Dept. of Regulatory Agencies)	Fred Joseph	1580 Lincoln, Suite 420	Denver	80203	303-894-2320	303-861-2126
Senate (Legislative Branch)	Karen Goldman, Secretary of the Senate	State Capitol Building, Room 347, 200 East Colfax Avenue	Denver	80203	303-866-5289	303-866-2012
Special Education Services (Dept. of Education)	Lorrie Harkness	State Office Building, Room 300, 201 East Colfax Avenue	Denver	80203	303-866-6695 or 866-6694	303-866-6811
State Auditor, Office of the (Legislative Services Agencies)	Joanne Hill, State Auditor	Legislative Services Building, 200 East 14th Avenue	Denver	80203	303-866-2051	303-866-2060
State Fair Authority (Dept. of Agriculture)	Ed Kruse	1001 Buelah Avenue, State Fair Grounds	Pueblo	81004	719-561-8484	719-561-0283
State Patrol, Colorado (Dept. of Public Safety)	Colonel Mark V. Trostel	700 Kipling Street, Suite 3000	Lakewood	80215	303-239-4403	303-239-4481
State Planning and Budgeting (Gov.-Lt. Gov. - State Planning & Budgeting Office)	Henry Sobanet	State Capitol Building, Room 114	Denver	80203	303-866-3317	

Agency	Director or Head	Address	City	Zip	Phone	Fax
State Services (Dept. of Law)	Renny Fagan	1525 Sherman Street, 5th Floor	Denver	80203	303-866-5380	303-866-5691
Student Loan Program, Colorado (Dept. of Higher Education)	Jeanne Adkins	999 18th Street, Suite 425	Denver	80202	303-305-3274	303-305-3515
Supreme Court (Judicial Branch)	Susan Festag, Clerk of Supreme Court	State Judicial Building, Room 415, 2 East 14th Avenue	Denver	80203	303-837-3790	303-861-7429
Tax Conferee (Dept. of Revenue)	Art Crespin	Capitol Annex, Room 231	Denver	80203	303-866-2554	303-866-2096
Tax Group (Dept. of Revenue)	John Vecchiarelli	Capitol Annex, Room 504	Denver	80203	303-866-3714	303-866-2265
Tax Research and Analysis, Office of (Dept. of Revenue)	Jim Huyghebaert	Capitol Annex, Room 404	Denver	80203	303-866-5596	303-866-3087
Taxpayer Services (Dept. of Revenue)	Neil Tillquist	Capitol Annex, Room 204	Denver	80203	303-866-2114	303-866-3211
Titles and Registration (Dept. of Revenue)	Maren Rubino	1881 Pierce Street	Lakewood	80214	303-205-5750	303-205-5978
Transportation Commission (Dept. of Transportation)	Jennifer Webster	4201 East Arkansas Avenue, Room 270	Denver	80222	303-757-9013	303-757-9717
Transportation Development (Dept. of Transportation)	Jennifer Finch	4201 East Arkansas Avenue, Room 262	Denver	80222	303-757-9525	303-757-9656
Unclaimed Property Section (Dept. of Treasury)	Patty White	1120 Lincoln Street, Suite 1004	Denver	80203	303-894-2443	303-894-2351
Unemployment Insurance (Dept. of Labor & Employment)	Mike Cullen	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8012	303-318-8930
University of Colorado (Dept. of Higher Education)	Dr. Elizabeth Hoffman, President	914 Broadway	Boulder	80309	303-492-6201	303-492-6772
University of Colorado (Dept. of Higher Education)	Dr. Philip DiStefano, Interim Chancellor	301 Regent Administrative Center, 17 UCB	Boulder	80309	303-492-8908	303-492-5105
University of Colorado (Dept. of Higher Education)	Dr. Pamela Shockley, Chancellor	Box 7150	Colo. Springs	80933	719-262-3436	719-262-3362
University of Colorado (Dept. of Higher Education)	Dr. James Shore	1250 14th Street	Denver	80202	303-556-2643	303-556-2164

Agency	Director or Head	Address	City	Zip	Phone	Fax
University of Colorado Health Sciences Center (Dept. of Higher Education)	Dr. James Shore	4200 East 9th Avenue	Denver	80262	303-315-7682	303-315-7729
University of Northern Colorado (Dept. of Higher Education)	Kay Norton, President	501 20th Street	Greeley	80639	970-351-2229	970-351-1110
Veterans Affairs, Division of (Dept. of Military & Veterans Affairs)	E. William Belz, Director	789 Sherman Street, Suite 260	Denver	80203	303-894-7474	303-894-7442
Victim Assistance (Dept. of Corrections)	Alison Morgan	2862 South Circle Drive	Colo. Springs	80906	719-226-4719	719-226-4485
Vocational Rehabilitation Services (Dept. of Human Services)	Nancy Smith	1575 Sherman Street, 4th Floor	Denver	80203	303-866-4150	303-866-4905
Water Conservation Board (Dept. of Natural Resources)	Rod Kuharich	Centennial Building, 7th Floor	Denver	80203	303-866-3441	303-866-4474
Water Quality Control Division (Dept. of Public Health & Environment)	Mark Pifher	4300 Cherry Creek Drive South	Denver	80246	303-692-3500	303-782-0390
Water Resources, Division of (Dept. of Natural Resources)	Hal Simpson, State Engineer	Centennial Building, 8th Floor	Denver	80203	303-866-3581	303-866-3589
Western State College (Dept. of Higher Education)	Dr. Jay Helman, President	600 N. Adams Street	Gunnison	81231	970-943-2114	
Wildlife, Division of (Dept. of Natural Resources)	Bruce McCloskey	6060 Broadway	Denver	80216	303-291-7208	303-291-7105
Workers' Compensation (Dept. of Labor & Employment)	Mary Ann Whiteside	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8011	303-318-8651
Workforce Programs (Dept. of Labor & Employment)	Tom Looft	1515 Arapahoe Street, Tower 2, Suite 400	Denver	80202	303-318-8012	303-318-8930
Youth Corrections (Dept. of Human Services)	Stephen Bates	4255 South Knox Court	Denver	80236	303-866-7390	303-866-7344
Youthful Offender System (Dept. of Corrections)	Cherrie Greco	1401 West 17 th Street	Pueblo	81003	719-583-5959	719-583-5909

DEPARTMENT OF AGRICULTURE

**Agricultural Commission
35-1-105**

**Commissioner of Agriculture
35-1-107**

Division of
Markets
35-1-108

Division of
Animal
Industry
35-1-108

Division of
Brand
Inspection
35-41-101

Division of
Inspection and
Consumer
Services
35-1-108

State Fair
Authority
35-65-401

Division of
Plant Industry
35-1-108

State
Conservation
Board
35-70-103

Board of Stock
Inspection
Commissioners
35-41-101

**Boards and Commissions Established by
Statute:**

Colorado Wine Industry Development Board,
35-29.5-103

Department of Agriculture

FY 2004-05 Budget: \$29.7 million

Number of Personnel: 278

Major Functions: To regulate and promote agriculture activities within Colorado.

Agricultural Commission. The department is governed by this nine-member body which is appointed by the Governor. The commission is responsible for formulating general policy for the management of the department, enforcement of laws and regulations pertaining to agriculture, adopting a departmental budget, appointing advisory committees, and approving all rules and regulations issued by the department. Direct supervision and control of the department is the responsibility of the Commissioner of Agriculture.

Commissioner's Office. The Commissioner's Office is responsible for managing the Colorado Department of Agriculture and developing and communicating state agricultural policy in coordination with the Colorado Agricultural Commission. The Commissioner's Office is responsible for identifying emerging issues and opportunities to involve agricultural interests as appropriate; serving as a conduit for the exchange of information regarding current issues; and identifying existing state programs and resources to achieve successful solutions. The commissioner often is the spokesperson for Colorado agriculture interests at the local, state, regional, and national forums.

State Fair Authority. The Colorado State Fair Authority directs and supervises the Colorado State Fair. The Board of Commissioners of the Colorado State Fair Authority operates the state fair. The Colorado State Fair's primary mission is to promote Colorado agriculture and other sectors of the state's economy.

Markets Division. This division provides assistance in establishing and developing commodity and trade associations for the

promotion of Colorado agricultural products domestically and abroad. The division is also responsible for development of new and larger domestic and international markets through surveys of commodity and market needs, collection and analysis of current market activity information, and promotion through trade shows and publication of consumer-oriented information. The division also provides assistance in securing loans through the Colorado Agricultural Development Authority. Additionally, the division assists local governments and local private enterprises in feasibility analyses on potential agriculture commodity processing facilities, through the Agriculture Value-Added Program. Finally, the division licenses all of the state's aquaculture (fish farming) facilities.

Marketing Orders Program. Marketing orders are producer-funded programs that collect fees at the point of first sale of farm commodities (except beef). The revenue from the fees is used to promote the consumption of those products, to fund specialized research on production techniques and problems of that commodity, and in some cases, for inspection services in order to assure that high-quality commodities reach the marketplace. Colorado has nine marketing orders for eight commodities produced in the state covering apples, field corn, potatoes, dry edible beans, sweet corn, milk, wheat, and sunflowers.

Inspection and Consumer Services Division. This division consists of five sections.

The *Technical Services Section* consists of five programs: Feeds, Fertilizers, Eggs, Meats, and the Field Inspection Program. The Feeds Program registers and selectively samples commercial animal feeds throughout the state to ensure they contain guaranteed nutrients. The Fertilizer Program registers and selectively samples fertilizers, soil conditioners, and related products to determine nutrient content and to assure labeling accuracy in accordance with state laws. The Egg Program inspects eggs at wholesale and retail levels to ensure they are wholesome, fresh, and properly labeled. The Meat Inspection Program licenses and inspects meat processors, door-to-door meat sellers, and food plan operators. In addition, the section protects the public from unsanitary or fraudulent practices in custom meat processing and bulk meat sales.

The *Farm Products Section* is responsible for the enforcement of statutes licensing those who buy, transport, or store agricultural products produced in Colorado. The agency assures that dealers and state-licensed warehouses are bonded and adequately capitalized. This section also inspects anhydrous ammonia tanks and assists in safety training in the use of this potentially dangerous product.

The *Bio-Chemical Laboratory Services Section* analyzes animal feeds and fertilizer product samples obtained by multiple inspectors in the division, and also analyzes pesticide and groundwater samples for the Plant Industry Division.

Measurement Standards licenses all weighing and measuring devices in commercial use in Colorado and certifies persons operating public scales. The State Standards Laboratory maintains custody of Colorado's official weight and measure standards, and the laboratory provides testing, certification, and calibration of mass, frequency, length, and volume for public and private agencies that require standards traceable to the National Institute of Standards and Technology.

The *Fruit and Vegetable Inspection* program is a cooperative effort by the U.S. Department of Agriculture and the Colorado Department of Agriculture to assure consumers of high quality

Colorado produce. The program operates under federal standards, rules, and regulations to provide official inspection, grading, and certification of produce.

Division of Animal Industry. This division consists of the following sections.

The *Bureau of Animal Protection* investigates complaints concerning animal cruelty or neglect, with an emphasis on investigating reports concerning large animals, although complaints involving all species of animals are researched. Investigations of complaints are accomplished through coordination of volunteer commissioned officers and local law enforcement agencies.

The *Livestock Disease Section* is charged with monitoring, controlling, and minimizing the incidence of livestock disease. Emphasis is given to diseases that are a threat to public health and to those diseases not amenable to control by inspection, condemnation, and quarantine. The performance of these functions includes testing for and eradication of brucellosis, licensing public livestock markets and sales rings, and inspecting consigned livestock.

Rodent/Predator Control Section provides training, services and supplies to private citizens and local, state, and federal officials to control vertebrate pests and predatory animals. This section provides on-site investigation, technical assistance, and direct control to reduce economic loss to producers due to predatory animals as well as enforcing regulations to ensure reduced environmental impact. This section also removes rodents, provides technical assistance, and sells registered rodenticides.

The *Rocky Mountain Regional Animal Health Laboratory* provides support for disease identification, control, and prevention activities. This includes issuance of quarantines. The laboratory also trains public livestock market veterinarians.

The *Pet Care Section* administers the Pet Animal Care and Facilities Act (PACFA) by regulating pet care facilities through

licensing, risk-based inspections, and complaint resolution. The purpose of PACFA is to provide a reasonable minimum standard of facility and animal care requirements, for sanitation, ventilation, heating, cooling, humidity, space and enclosures, nutrition, humane care, medical treatment, methods of operation, maintenance of records, euthanasia, and transactions. This section enforces the qualifications for licensure, compliance of licensure, and the issuance of licenses.

The Plants Division. The Plant Industry Division provides organic certification; nursery stock inspection; produce, plant, and seed export certificates; seed inspection and certification; weed free forage certification; noxious weed management; bee inspection and investigations; backflow prevention equipment permits and inspections; commercial pesticide applicator testing, licensing, and investigations; pesticide product record inspections and label registration; groundwater protection regulation; and biological pest control. The division accomplishes these tasks through several different programs.

The Agricultural Chemicals and Groundwater Protection program protects groundwater and the environment from impairment or degradation due to the improper use of agricultural chemicals, as set forth in the Agricultural Chemicals and Groundwater Protection Act. The act regulates pesticides and commercial fertilizers used in both urban and rural settings.

The *Chemigation* program protects aquifers and surface water from possible contamination by agricultural chemicals applied through closed irrigation systems. The concern is with the backflow of chemicals into wells or reservoirs when they are injected into a closed system, in most cases center pivot irrigation. Systems that apply pesticides or fertilizers must be fitted with backflow prevention equipment, permitted, and inspected.

The *Apiary* program provides inspections requested by beekeepers transporting bees outside Colorado to prevent the spread of diseases.

The *Biological Pest Control* program works to decrease agriculture's reliance on chemical pest control through the import, rearing, establishing, and colonizing of new beneficial organisms for control of specific plant and insect pests that are detrimental to agricultural industries and urban areas.

The *Nursery* program provides inspection of nursery stock offered for sale in order to protect consumers from sub-standard and/or pest infested stock. The program also provides the certification required by other states for the export of nursery stock.

The *Organic Certification* program, under accreditation from the U.S. Department of Agriculture (USDA), certifies crops, wild crops, livestock, and processors as organic through an application and inspection process. The program assures these agricultural products are produced without the use of synthetic pesticides and fertilizers, and allows participating producers to sell their crops as USDA certified organic.

The *Pesticide Applicator* program works to ensure that commercial pesticide applicators have the requisite knowledge to handle and apply pesticides, and to ensure that pesticides are applied in a manner which reduces unnecessary associated hazards. The program only covers commercial applicators and some businesses and public agencies that do their own pesticide applications. All other pesticide applications are regulated by the Region VIII office of the U.S. Environmental Protection Agency.

The *Pesticide Registration* program protects the public and the environment from unnecessarily hazardous or fraudulent pesticide products and devices through registration and inspection. The program covers a broad range of products, including those that control insects, weeds, and plant diseases, swimming pool and spa treatments, common household cleaners, and other disinfectants. Other important functions of the programs include: review and issuance of registrations for special local needs; application for and enforcement of specific exemptions; and licensing restricted-use pesticide dealers.

The *Phytosanitary Certification* program allows Colorado producers to export produce, seeds, and other plant commodities to foreign countries through inspection and issuance of phytosanitary export certificates.

The *Seed* program administers and enforces the Colorado Seed Act, which requires truth in labeling of seed offered for sale in Colorado. The intent of the act is to prevent the distribution of poor quality seed to consumers that could result in low crop yields, poor crop quality, and the spread of noxious weed seed.

The *Noxious Weed Management* program works to prevent the introduction of new invasive plant species, eradicate species with isolated or limited populations, and contain and manage those invasive species that are well established and widespread in Colorado. This is accomplished through preventative strategies, such as providing information and resources to local weed managers to quickly and effectively eradicate small populations of established noxious weeds; helping establish local weed management areas; emphasizing coordinated efforts among public and private landowners to effectively manage widespread weed populations; and educating public agency staff and private citizens about the negative impacts associated with noxious weeds and how to manage them successfully.

The *Weed Free Forage* program inspects forage or mulch before it is harvested to help stop the propagation of noxious weeds, primarily to reduce the spread of these weeds in national parks or other areas where forage or mulch is used.

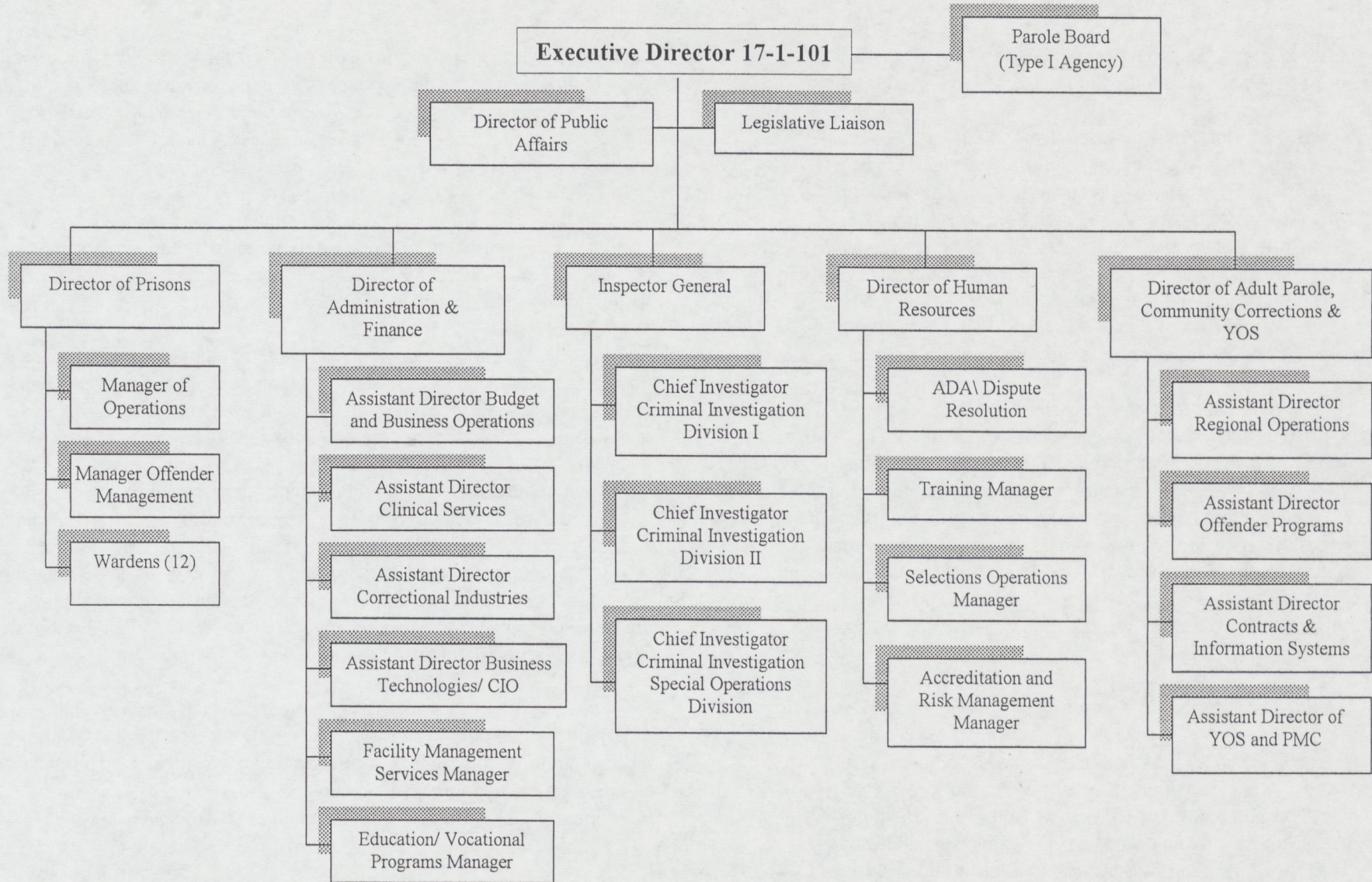
The Brand Inspection Division. The Brand Inspection Division is administered by the Brand Board and is responsible for registering, inspecting, and verifying more than 35,000 livestock brands, along with licensing livestock sale barns, packing plants, and alternative livestock farms. The division has six principal regulatory functions. It:

- records and administers livestock brands;
- inspects livestock and verifies ownership before sale, transportation, or slaughter;
- inspects and licenses livestock sale-rings and inspects all consignments before sale to verify valid ownership;
- facilitates the return of strayed or stolen livestock and investigates reports of lost or stolen livestock;
- licenses and inspects alternative livestock (such as elk and fallow deer) facilities; and
- licenses slaughter houses and inspects all consignments before slaughter to verify valid ownership.

The State Conservation Board. The Colorado State Conservation Board provides administrative and financial assistance to Colorado's 77 conservation districts. It also coordinates various programs with state and federal agencies on natural resource issues, provides guidance on stream bank erosion and riparian concerns, and assists districts on various water and energy programs. The board consists of eight elected members representing various Colorado watersheds, and one member appointed by the Governor. Board members serve three year terms. Responsibilities of the board include:

- acting as a state board of appeals for the 77 conservation districts;
- administering and disbursing funds for the purpose of assisting the districts;
- acting in an advisory capacity with the districts, and coordinating the programs of all districts;
- undertaking studies of watershed planning;
- developing, implementing, and administering watershed flood prevention and underground water storage projects; and
- accepting grants, services, and materials for conservation purposes, such as reducing soil erosion caused by wind and water.

DEPARTMENT OF CORRECTIONS



Department of Corrections

FY 2004-05 Budget: \$557.8 million

Number of Personnel: 5,880

Major Functions: To protect the public by controlling offenders sentenced to the state's adult correctional facilities and those offenders placed in community settings.

This department is responsible for the management of correctional institutions operated or supported by the state and the adult parole and community correction systems.

The *State Board of Parole*, which comprises seven full-time state employees appointed by the Governor, has the responsibility for reviewing and ruling on applications for parole, holding hearings, and revoking parole.

Correctional Facilities. The department operates correctional facilities housing over 14,000 inmates. In addition to state beds, the department contracts up to 3,703 private contract prison beds which are used to hold state prisoners. The location of the institutional facilities and their classifications are listed on the next page. Facility security and custody levels are listed on this page.

Facility Security Level	Offender Custody Level
Level V	Mixed (Administrative Segregation & below)
Level IV	Mixed (Close and below)
Level III	Mixed (Close and below / Medium and below)
Level II	Minimum Restricted and Below
Level I	Minimum

Location	Facility	Security Level
Buena Vista	Buena Vista Correctional Facility	Level III
	Colorado Correctional Alternative Program (Boot Camp)	Level I
Canon City	Canon Minimum Centers Arrowhead Correctional Center Four-Mile Correctional Center Skyline Correctional Center	Level II Level II Level I
	Centennial Correctional Facility Colorado Women's Correctional Facility Colorado Territorial Correctional Facility Fremont Correctional Facility Colorado State Penitentiary	Level IV Level IV Level III Level III Level V
Delta	Delta Correctional Center	Level I
Denver	Denver Reception and Diagnostic Center Denver Women's Correctional Facility	Level V Level V
Fort Lyon	Fort Lyon Correctional Facility	Level III
Golden	Colorado Correctional Center	Level I
Limon	Limon Correctional Facility	Level IV
Pueblo	San Carlos Correctional Facility Pueblo Minimum Center Youthful Offender System	Level V Level II Level V
Sterling	Sterling Correctional Facility	Level V
Rifle	Rifle Correctional Center	Level I
Trinidad	Trinidad Correctional Facility	Level II
	<u>Private Facilities*</u>	
Bent	Bent County Correctional Center	Medium
Crowley	Crowley County Correctional Center	Medium
Huerfano	Huerfano County Correctional Center	Medium
Kit Carson	Kit Carson County Correctional Center	Medium

*By law, private facilities may only house offenders who are classified at medium custody level and below. Private facilities are not classified by security level.

Division of Adult Parole and Community Corrections. The division monitors all DOC offenders in the community, including those in community corrections facilities and offenders placed on parole by the State Board of Parole. The division is statutorily charged with making sure that parolees follow all orders of the board and do not endanger the public. This division supervises over 4,400 parolees in Colorado and monitors an additional 1,400 Colorado parolees in other states.

The division also coordinates offender referral and the management of approximately 2,148 inmates in transition community corrections settings. Community corrections inmates are placed at contract community corrections centers located throughout the state. About 733 of the community corrections inmates are supervised through the Intensive Supervision Program. The state contracts with county and private correctional facilities to provide work and substance abuse treatment to offenders returning to the community.

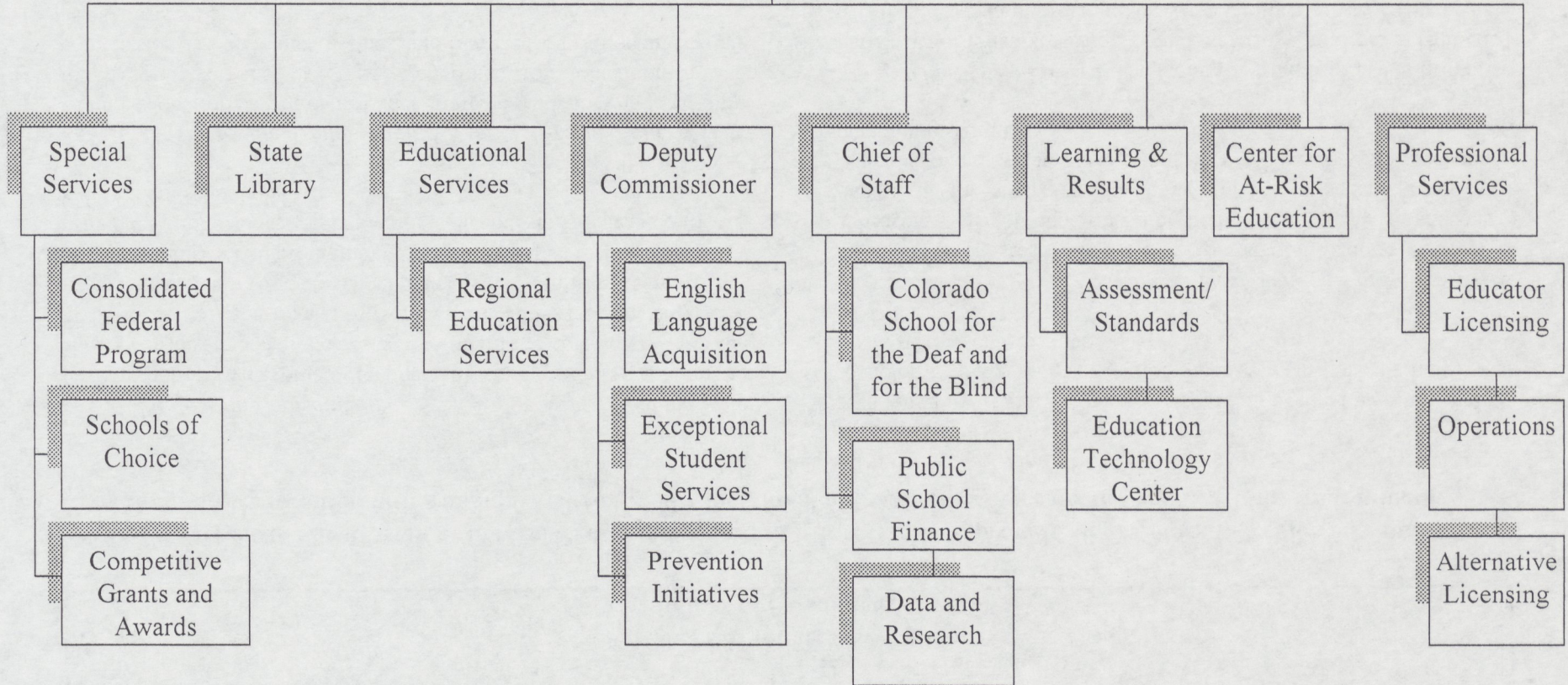
Correctional Industries Division. This cash-funded division is designed to provide inmates with job training, to reduce the costs of incarceration to Colorado taxpayers, and to reduce the costs of certain products to other state agencies. The division produces, among other things, license plates, furniture, clothing, and agricultural products. It also provides products and services to Colorado non-profit organizations at reduced costs. The division has been defined by the General Assembly as an enterprise under Article X, Section 20 of the Colorado Constitution (TABOR amendment).

DEPARTMENT OF EDUCATION

Board of Education
Constitution of Colorado,
Article IX, Section 1

Director of State Board
Relations

Commissioner of Education
24-1-115



Department of Education

FY 2004-05 Budget: \$3.4 billion

Number of Personnel: 434

Major Functions: The mission of the Colorado State Board of Education is to provide all of Colorado's children equal access to quality, thorough, uniform, and well-rounded educational opportunities in a safe and civil learning environment.

State Board of Education. Section 1 of Article IX of the State Constitution provides that “the general supervision of the public schools of the state shall be vested in a board of education” The board and the department, by statute, are authorized to assist and provide leadership to local school districts in establishing, improving, and extending local programs. In Colorado the responsibility for providing public education below the college level is delegated to 178 independent school districts.

Office of the Commissioner/Deputy Commissioner. The Commissioner of Education provides strategic guidance and leadership to the staff of the Colorado Department of Education. The commissioner is appointed by the State Board of Education and serves at the pleasure of this board.

Office of Educational Services. This office serves as a technical and service resource for Colorado's school districts. Eight regional service teams provide school districts with a contact for all accreditation issues as well other issues that may arise in their districts.

Office of Management Services (Chief of Staff). The primary responsibilities of this program are the daily operation of the Colorado Department of Education and administrative oversight for the Colorado School for the Deaf and the Blind. Staff activities include management and fund distribution related to public school finance, school district data collection and reporting (including the production of School

Accountability Reports), human resources, accounting, information technology, budget, fiscal grant management, fiscal note, and legislative liaison functions.

The Colorado School for the Deaf and the Blind. Located in Colorado Springs, this facility serves children of the state who, because of hearing or sight impairment or both, cannot be advantageously educated in the other schools of the state. The school serves both residential and day students with preschool, elementary, and secondary education programs.

The State Library. The Colorado State Library is primarily charged with assisting school, public, academic, and publicly funded special libraries in improving their service to their users. This is done through several library programs and through cooperation with the Regional Library Service Systems. This office coordinates planning for all library programs; advocates for public access to information and for the role of libraries on the information highway; and takes the lead in all telecommunication policy discussions that lead to increased Internet connectivity for school and public libraries.

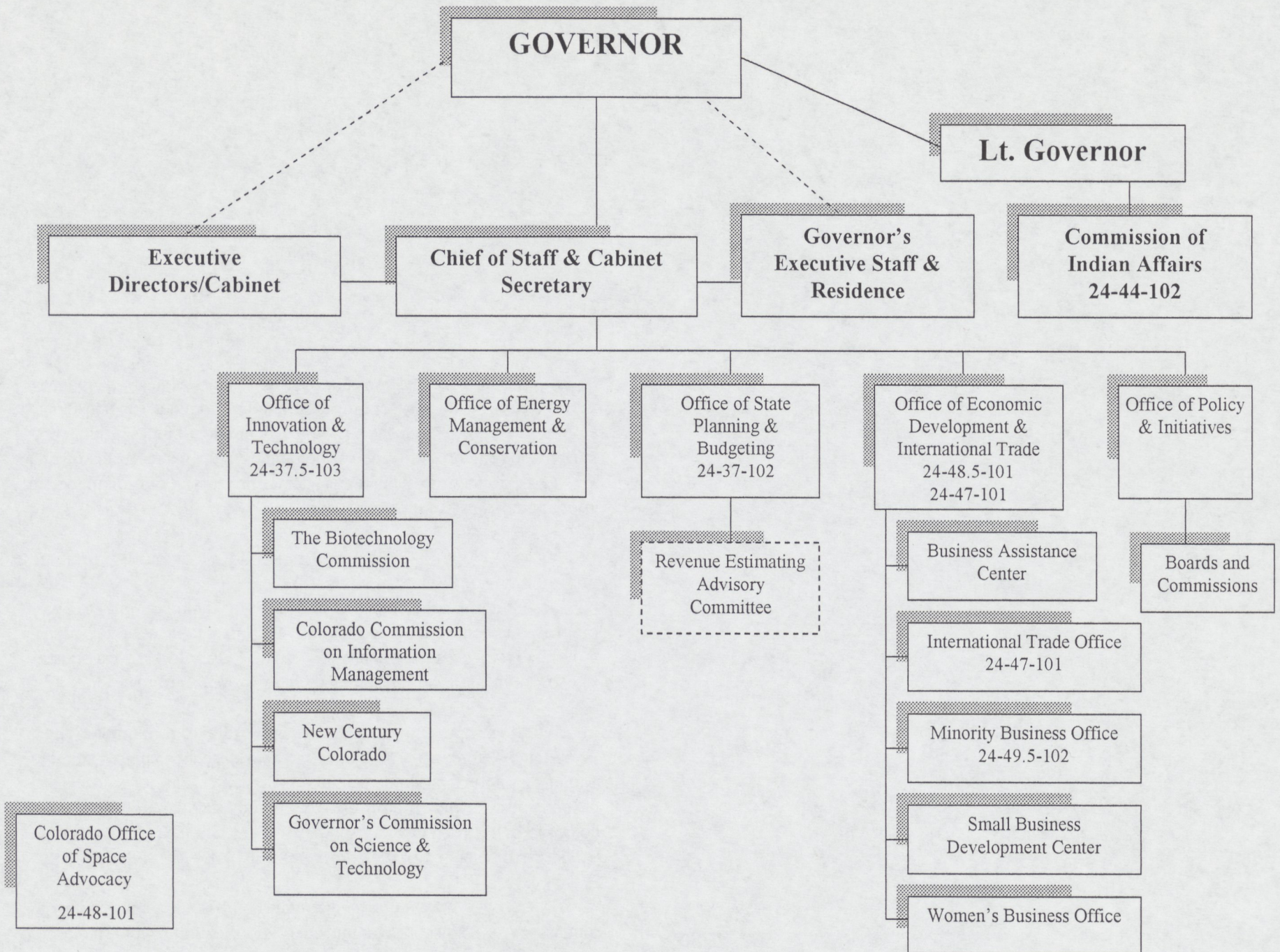
Office of Professional Services. The Professional Education Unit provides support to the State Board of Education for the on-going development and implementation of policies and procedures that seek to assure quality standards for the preparation, assessment, licensing, and professional development of teachers, special service providers,

principals, and administrators. This unit is responsible for the issuance of licenses and authorizations and related activities.

Center for At-Risk Education (CARE). The CARE staff, which is currently funded primarily with federal funds, focuses on improving educational outcomes for traditionally disadvantaged learners. A primary focus of this unit is adult education and family literacy. Another focus of the CARE unit is "Closing the Achievement Gap," an initiative to improve achievement for all students in Colorado.

Special Services/Choice. The Special Services Unit provides various services to school districts and charter schools. This unit is responsible for administering competitive grants such as Read to Achieve and Reading First, providing assistance to proposed and existing schools of choice, and administering numerous federal programs, including No Child Left Behind.

Learning and Results. This program administers and reports the results of the Colorado Student Assessment Program (CSAP). By law, this program evaluates and reports on the performance of students in reading, writing, mathematics, and science as related to Colorado's model content standards. The program also manages the Education Technology Center, which works to improve student learning through the strategic use of technology.



Governor - Lieutenant Governor - State Planning and Budgeting Office

FY 2004-05 Budget: \$35.3 Million

Number of Personnel: 107

Major Functions: To ensure that laws enacted by the General Assembly are executed.

The constitution directs that the Governor be commander-in-chief of the military forces of the state; appoint certain officers of the state; grant reprieves, commutations and pardons; convene the legislature for special sessions; adjourn the legislature; approve or veto legislative bills; and ensure the implementation of laws.

The statutes charge the Governor with various responsibilities which include formulating and administering executive branch policies; appointing the heads of the principal departments within the executive branch (subject to the consent of the Senate); administering interstate compacts as provided by law; and appointing temporary commissions to evaluate issues. The Governor's Office coordinates the activities of several of the commissions established by statute or executive order.

Office of the Lieutenant Governor. Established in the state constitution, the Lieutenant Governor is next in succession to the Governor, and acts as the state's chief executive in the Governor's absence. Although assigned few constitutional or statutory duties, the Lieutenant Governor performs a variety of jobs at the direction of the Governor. The Colorado Commission of Indian Affairs is established within the office of the Lieutenant Governor.

Office of Innovation and Technology. This office was established in 1999 and its functions were transferred from the Commission on Information Management. The office's activities include identifying and encouraging advanced and emerging industries to locate in Colorado; developing a world-wide web based state

government and facilitating the dissemination of information on the web; evaluating systemwide business practices for the purpose of finding methods for the enhanced utilization of technology; investigating and developing methods for maximizing broadband access throughout the state; and facilitating the commercialization of technology from the private sector to the public sector.

Office of Energy Management Conservation. This office administers federal funding from the Environmental Protection Agency, U.S. Department of Energy, and the Western Area Power Administration for energy conservation programs in state agencies. The programs involve energy efficiency and recycling initiatives.

Office of State Planning and Budgeting. The statutory duties of the Office of State Planning and Budgeting (OSPB) include formulating the Governor's annual budget for state government; monitoring the expenditures of executive agencies; reviewing and analyzing expenditures; and coordinating long-range governmental planning.

State planning. By law, this function includes (1) developing long-range master plans recommending executive and legislative actions to achieve desired state objectives; (2) assisting state agencies to perform long-range and short-range planning, which includes providing data projections and other needed technical assistance; and (3) designing, developing, and presenting briefings to the Joint Budget Committee and the General Assembly, the general public, and other

interested parties on the annual departmental budget proposals.

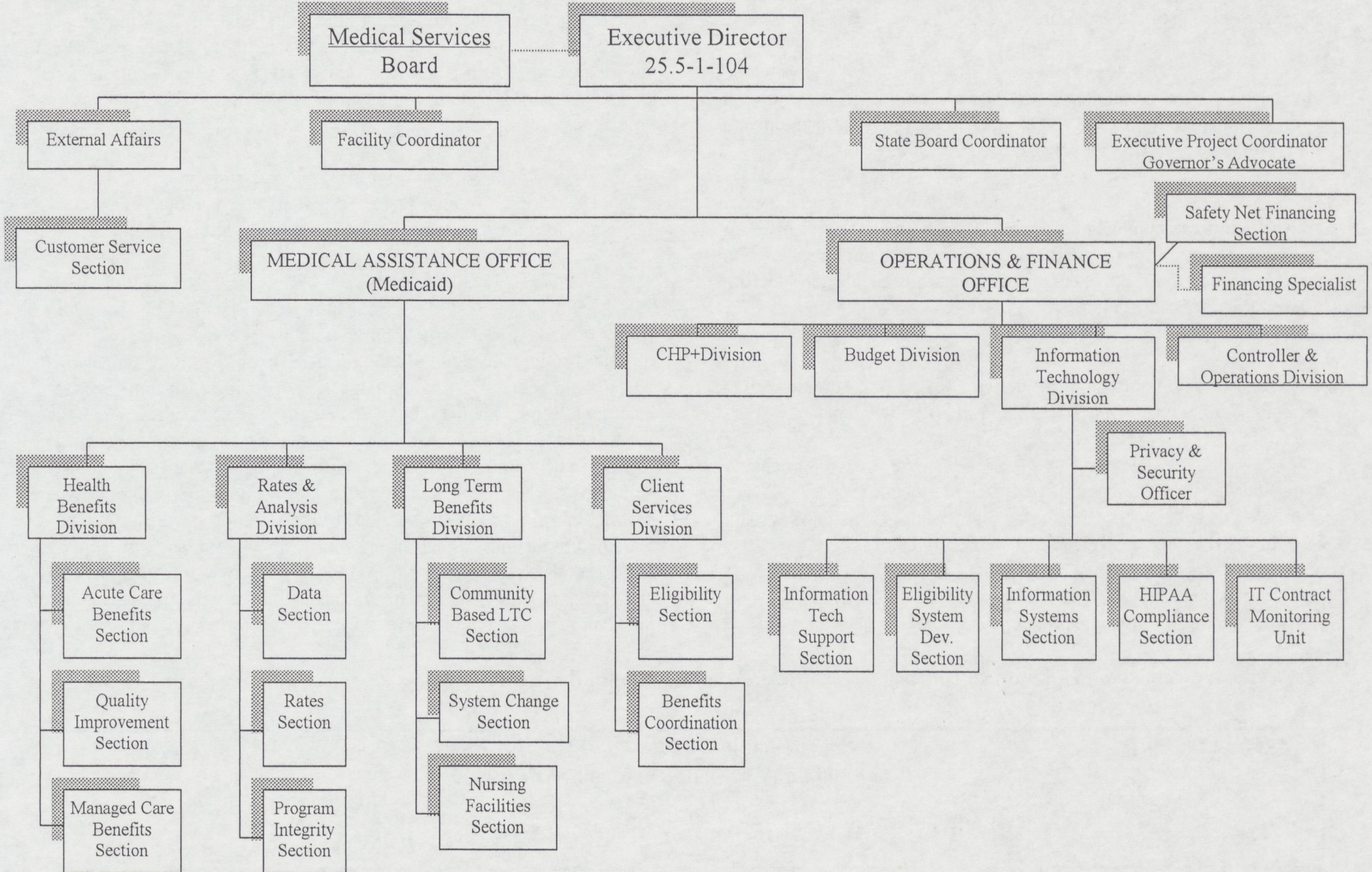
Budgeting. In addition to formulating the executive budget, OSPB staffs the Governor's Revenue Estimating Advisory Committee and develops the group's quarterly General Fund revenue estimate; reviews and recommends revisions of the plans, policies, and programs of state agencies; and develops long-range fiscal plans for both operating and capital construction budgets and for the state revenue structure.

Office of Economic Development and International Trade. This office was established to promote the export of Colorado goods and services and to attract foreign investment that will create jobs for Coloradans. In addition the office encourages the expansion and retention of Colorado businesses through business recruitment, retention, and expansion assistance. This agency has offices or representatives in Japan, Taiwan, and Europe.

Minority Business Office. This office was established by the General Assembly in 1990. Funded primarily by the private sector, the office's responsibilities include networking among private and governmental entities, promoting minority business participation in government contracts, and mainstreaming minority businesses into Colorado's economy.

Office of Policy and Initiatives. The Office of Policy and Initiatives works on behalf of the Governor to develop his/her agenda. The office works with the legislature, state agencies, citizen groups, and others to develop policies.

DEPARTMENT OF HEALTH CARE POLICY AND FINANCING



Department of Health Care Policy and Financing

FY 2004-05 Budget: \$3.0 billion

Number of Personnel: 205

Major Functions: To develop and operate publicly financed health care programs for low-income Coloradans.

The Department of Health Care Policy and Financing administers the state's two primary health care programs: Medicaid and the Child Health Plan Plus (CHP+). The department is responsible for health care services for all persons who qualify, but in some cases, other departments administer the programs. Examples include services for the developmentally disabled administered by the Department of Human Services, newborn services for inmates by the Department of Corrections, and nurse aide certification by the Department of Regulatory Agencies. Interagency agreements allow for the coordination of services and the distribution of administrative costs. Financing for all of the department's programs is determined through the General Assembly's annual budget process. Other programs administered by the department include:

- Colorado Indigent Care Program;
- Old Age Pension Health and Medical Care Program;
- Home Care Allowance Program; and
- Adult Foster Care Program.

Medical Assistance Office. This office is responsible for developing the overall goals and objectives related to the service and delivery of Medicaid. The program serves low-income persons of all ages and covers a broad range of services, including nursing home care, community-based care, inpatient and outpatient hospital services, prenatal care, childhood immunizations, and mental health services. Income eligibility criteria vary based upon such things as age, level of disability, and family status. The total number of Medicaid enrollees in FY 2004-05 is expected to be 375,000 persons.

The Health Benefits Division monitors programs, medical policy formulation and interpretations, and provider relations.

The Rates and Analysis Division analyzes the available data to answer policy, fiscal impact and best practices questions and sets rates for specified groups of providers in accordance with legislative mandate.

The Long-Term Care Benefits Division monitors long-term care programs, policy formulation and interpretations, and provider relations.

The Client Services Division defines program eligibility, develops consumer information about how to use program benefits, and determines and pursues responsible payment sources to recover costs for medical care paid for by Medicaid, including trusts and estate recoveries.

Operations and Finance Office. This office is responsible for the administration of Child Health Plan Plus, safety net financing, and the divisions of budget, information technology, and controller and operations.

The Child Health Plan Plus provides health care coverage for children under age 19 and pregnant and post-partum women who are not eligible for Medicaid. The plan offers a wide variety of services, including dental services (children only), check-ups, immunizations, doctor visits, hospital services, prescribed medications, mental health

services, hearing aids, glasses, and pre- and post-natal care. Maximum family income for eligible persons is \$34,900 per year for a family of four (185 percent of the federal poverty level). The total number of CHP+ enrollees in FY 2004-05 is expected to be 48,000 persons.

The Safety Net Financing Section is responsible for administration of the Colorado Indigent Care Program, the Old Age Pension Health and Medical Care Program, and the Comprehensive Primary and Preventive Grant Program, and for identifying and pursuing appropriate options for maximizing federal financing for health care to low-income individuals.

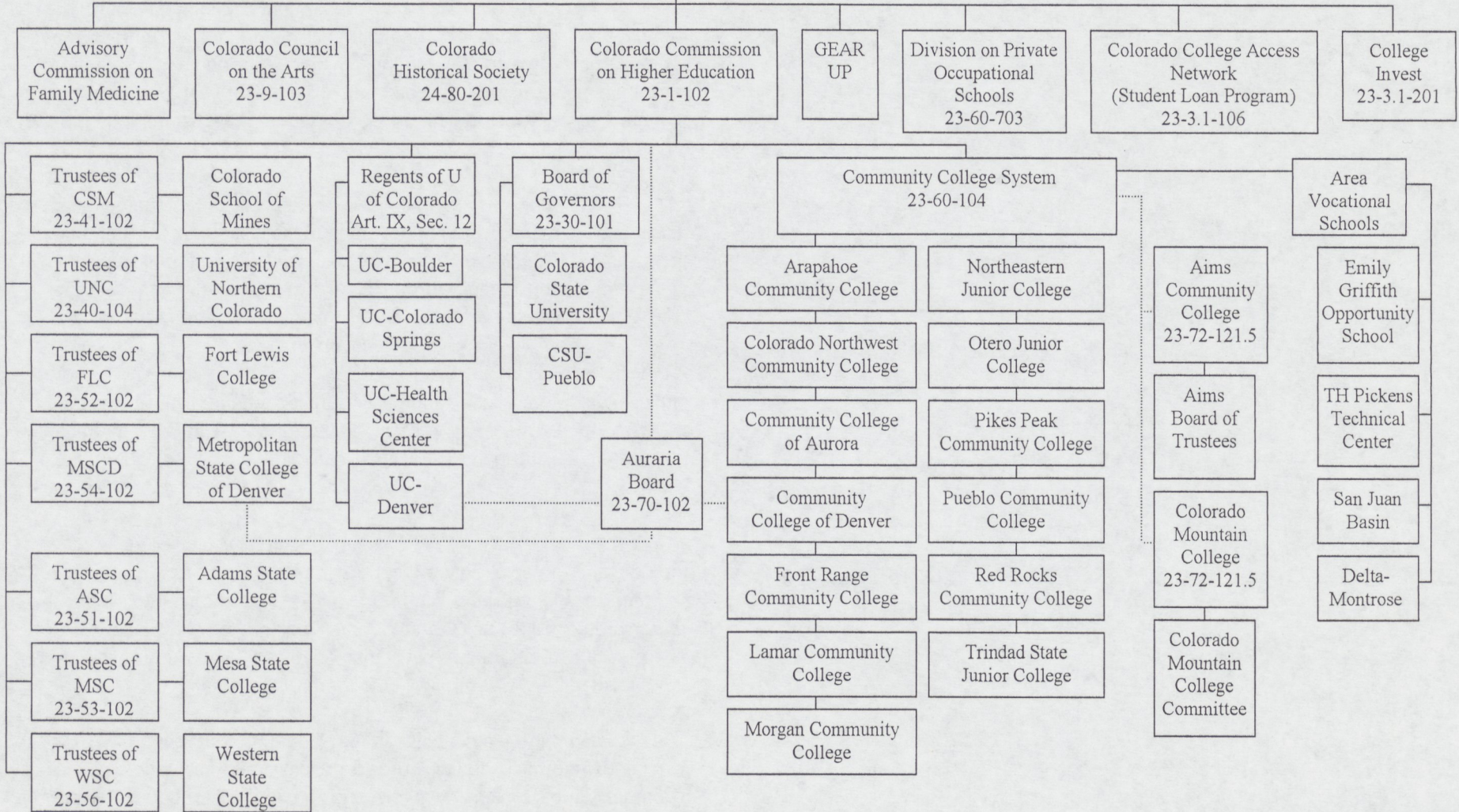
The Budget Division's key responsibility is to project, construct, present, monitor, and manage the department's budgets. It acts as a conduit for the department to the executive and legislative branches, translating the department's policy needs and objectives into monetary terms.

The Information Technology Division assures timely and accurate reimbursement to Medicaid providers; timely access to Medicaid eligibility data by Medicaid providers; and reimbursement compliance with all aspects of state and federal regulations governing the administration of Medicaid.

The Controller and Operations Division provides many of the internal administrative functions necessary for overall department operations. These functions include accounting, financial reporting, procurement, contract review, human resources, and facility coordination. All of these functions are required to maintain department compliance with federal and state requirements.

DEPARTMENT OF HIGHER EDUCATION

Executive Director
24-1-114



Department of Higher Education

FY 2004-05 Budget: \$1.6 billion

Number of Personnel: 18,281

Major Functions: To administer programs of the Colorado Commission on Higher Education, the Colorado Student Loan Program, the Colorado Historical Society, the Colorado Council on the Arts, and the Colorado Private Occupational Schools Division; govern institutions of higher education; and coordinate and plan services for higher education.

Executive Director. The executive director of the department also serves as the executive director of the Commission on Higher Education. The executive director is responsible for budget and personnel matters for all the divisions in the department; oversees the CollegeInvest program (formerly the Colorado Student Obligation Bond Authority), the Colorado Council on the Arts, and the Colorado College Access Network; and assists the eleven commissioners with commission meetings, research, and policy analysis.

Commission on Higher Education. The eleven-member commission is charged with ensuring that the state's 28 public institutions are accountable to the General Assembly, the Governor, and taxpayers.

Funding. The commission compiles the governing boards' budget requests, submits annual statewide funding requests to the General Assembly and the Governor, and establishes a distribution formula pursuant to the guidelines outlined in statute. The commission also administers and makes recommendations for the funding of financial aid, establishes student aid programs, and allocates state financial aid to institutions. The commission also determines the residency status of students for tuition purposes.

Capital construction. The commission establishes standards for space utilization and priorities for funding construction projects.

By statute, the commission must review each institution's facility master plans and all capital planning projects regardless of funding source, and annually establish a multi-year capital improvement plan in conjunction with all eleven governing boards.

Oversight of institutions. By law the commission oversees the academic activities of the institutions to ensure quality and avoid unnecessary duplication. Recent additions to the commission's duties include streamlining the process for students to transfer credits for general education courses and reauthorizing, in conjunction with the Department of Education, teacher education programs. The commission also reviews new baccalaureate and graduate degree programs as well as the consolidation and discontinuance of programs that lack student demand. The commission sets admission standards for each institution, develops and administers statewide extension and continuing education programs, and authorizes private in-state and out-of-state institutions that seek to offer degree programs in Colorado. The commission recommends roles and missions for each public institution to the General Assembly. It is also required to report annually to legislative committees on policies it develops on issues such as remediation and campus diversity. The commission is annually required to publish a college "consumer" guide for high school students that provides objective, comparative school-specific information.

Comprehensive planning and statistics. The commission is responsible for recommending to the Governor and General Assembly a statewide master plan for higher education. The commission collects student data and maintains a federally required database, the Integrated Postsecondary Education Data System (IPEDS), for public, private, and proprietary institutions receiving federal financial aid. The data section of the commission annually updates ColoradoMentor, responds to public requests for data, and reports to legislative committees on research.

Related activities. The commission has been designated as the agency to administer awards and grants that are part of the federal No Child Left Behind legislation as well as the Higher Education Act. The commission also negotiates reciprocal agreements with the Western Interstate Commission for Higher Education, which allows Colorado students to attend member institutions as in-state students and administers grant programs for technology and programs of excellence.

Council on Arts. The council encourages study and understanding of the arts and the development of a strong, statewide arts community in Colorado. By dispersing state-leveraged federal dollars, the council provides support for art projects in every county of the state.

Colorado Historical Society. The society, designated by statute as an educational institution, has exclusive control over the state's historical monuments. The society designates suitable sites and structures for historical designation and administers the state's registry of historic properties. The state archeologist is housed in the society.

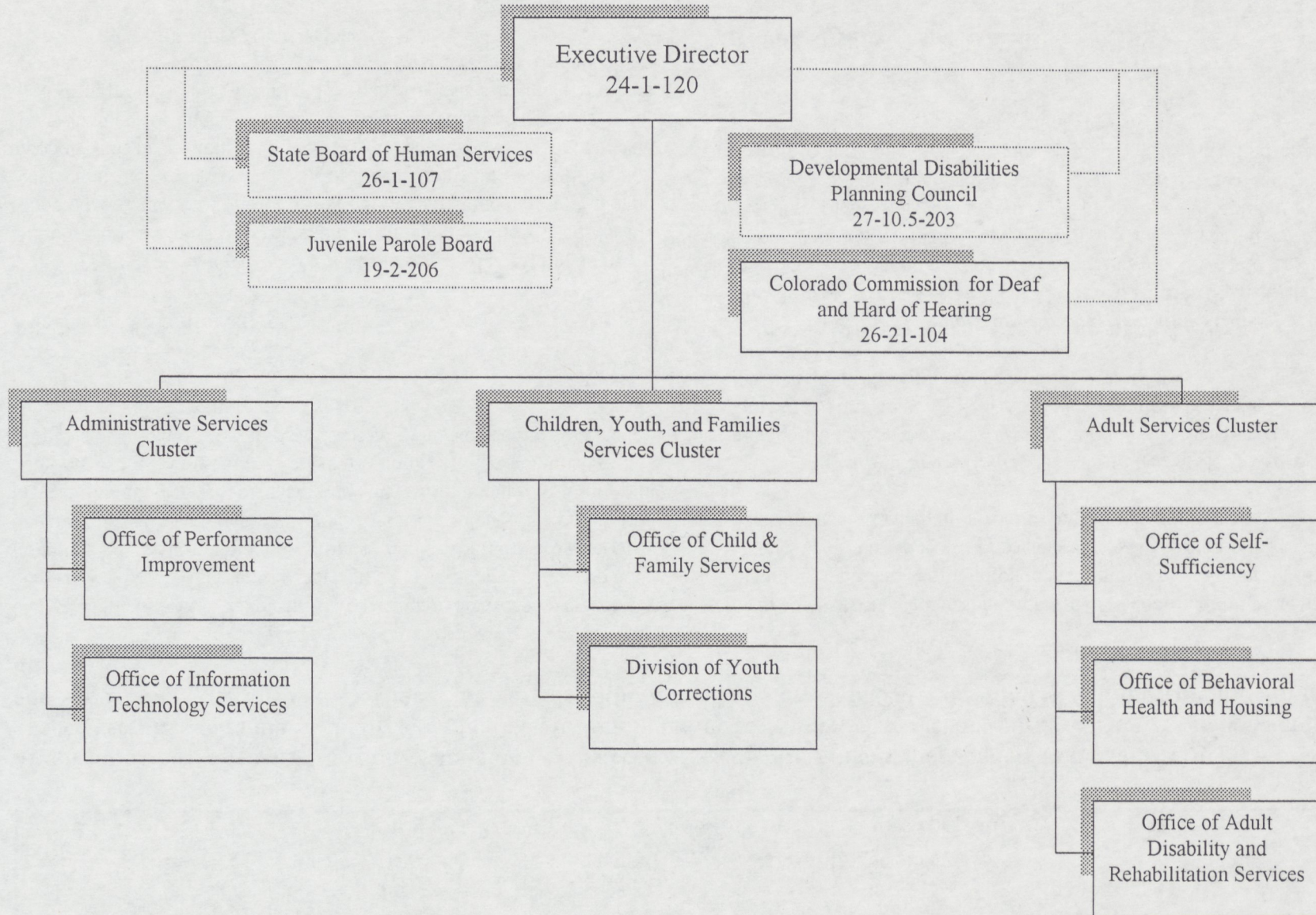
Colorado College Access Network. The network approves or arranges approval of loan applications in conjunction with state lending institutions. With no state funds, it leverages federal dollars to maximize the amount of money that can be loaned to students. The network assists lending institutions by purchasing default loans and has one of the highest ratings in the nation for collecting on its loans.

CollegeInvest. Formerly the Colorado Student Obligation Bond Authority, CollegeInvest provides additional opportunities for student loans as well as tax-free investment options for parents establishing educational trusts.

Division of Private Occupational Schools. A cash-funded agency, the division oversees the operation of private occupational schools to protect students from fraudulent or substandard educational services.

Gear Up. Through a multi-year federal grant, Gear Up (an online resource for students and parents) programs have been established in 19 high schools throughout the state. Counselors work with at-risk, low-income students to encourage them to finish high school and go on to higher education.

DEPARTMENT OF HUMAN SERVICES



Department of Human Services

FY 2004-05 Budget: \$1.7 billion

Number of Personnel: 4,528 (does not include county personnel)

Major Functions: To assist individuals and families to become as self-sufficient and independent as possible through the delivery of social services to families, children, and adults, including public assistance, child welfare, programs for juvenile delinquents, and services for veterans and the aging, individuals with physical and developmental disabilities, and individuals with mental illness.

The Colorado Department of Human Services oversees the delivery of human services in the state. The services are provided directly by state-operated facilities and programs, by county departments of social services, or through contracts with public and private human service providers located throughout the state. In addition to managing state-funded programs, it also administers and provides oversight for a variety of federally funded programs to ensure compliance with federal mandates.

Boards and Commissions

The State Board of Human Services. The State Board of Human Services holds hearings and promulgates rules governing the scope and content of Colorado's public assistance programs and services in the areas of mental health, developmental disabilities, and alcohol and drug abuse. The board also resolves disagreements concerning performance contracts between the state and counties under the Colorado Works Program. The board consists of nine members appointed by the Governor and confirmed by the Senate. By law, three members must be county commissioners.

Developmental Disabilities Planning Council. This is a 24-member citizen board appointed by the Governor to advocate for persons with developmental disabilities, identify gaps in services,

promote systemic changes, and provide for coordination and statewide planning, including formulation and submittal of the federally required state plans. The department provides state staff to support the council's performance of its statutory duties and responsibilities.

Juvenile Parole Board. The Juvenile Parole Board is a nine-member board appointed by and serving at the pleasure of the Governor. It is responsible for conducting parole hearings for youth in the custody of the Division of Youth Corrections.

Colorado Commission for the Deaf and Hard of Hearing. The Colorado Commission for the Deaf and Hard of Hearing is a seven member board appointed by the Governor to advocate for quality communication access to governmental agencies on behalf of the deaf and hard of hearing community of Colorado. The commission also serves as a clearinghouse of information for the deaf and hard of hearing community and provides technical assistance and consulting services to Colorado governmental agencies.

Administrative Services Cluster

Office of Performance Improvement

The purpose of this office is to deliver information, technical

assistance, and management solutions designed to prepare the department workforce and its partners for enhanced levels of financial, programmatic, legal, and legislative/policy-making accountability.

The *Boards and Commissions Division* acts as the general lead for policy development, rule promulgation, administrative appeals, and legal services for the department. It also provides administrative support for the State Board of Human Services, the Juvenile Parole Board, the Colorado Developmental Disabilities Planning Council, and the Colorado Commission for the Deaf and Hard of Hearing. The Appeals Section within the division reviews initial decisions and enters final agency actions in appeals from state or county agencies, or from applicants or recipients of social services and public assistance programs, child care licensees, persons subject to state and federal income tax intercepts initiated to recoup assistance payments, Alcohol and Drug Abuse Division counselors concerning certification actions, and clients and providers of developmental disability and mental health services.

The *Legislative Liaison* is the department's designated lobbyist and oversees and coordinates all external and internal activities related to the development and promotion of the department's legislative agenda. The County Commissioner Liaison is the department's designated representative with county governments, and as such serves as a direct point of contact between county commissioners and the department on issues of mutual concern or interest.

Field Administration oversees and provides administrative support to county departments of social services and the 16 Area Agencies on Aging and interfaces with other locally based program partners and contractors.

Food Stamp Quality Assurance is responsible for maintaining the federally mandated food stamp quality assurance system, including the operation of the federal data collection and reporting system. The division conducts monthly quality control reviews of food stamp eligibility and allotment determinations.

Administrative Review manages the review process for all children and youth in out-of-home placement in Colorado. Reviewers conduct on-site reviews of all children in out-of-home placements including foster care, group homes, residential child care facilities, residential treatment centers, and youth community placements for youth involved with the Division of Youth Corrections. Reviews ensure that the counties and the department are meeting applicable federal and state standards for child welfare services.

Office of Information Technology Services

The Office of Information Technology Services administers departmental information systems, including systems that support social services benefit programs. Major systems administered by the office include the Colorado Benefits Management System and the Colorado Trails Information System.

Children, Youth, and Families Services Cluster

Office of Child and Family Services

This office includes the Divisions of Child Care and Child Welfare. The purpose of the office is to set and implement policies to deliver high quality social services to children and families.

The *Child Welfare Division* oversees the delivery of services by county departments of social services designed to protect children and assist families to care for their children. Programs within this division include the following.

Child Protection provides services to children who have been abused, neglected, or are at serious risk of harm.

Youth in Conflict provides services to youth who are in conflict with parents and who have committed a delinquent act.

Children or Youth in Need of Specialized Services provides services to children when the primary focus of the services is no longer child protection or youth-in-conflict. Services include adoption, foster care, family preservation, and independent living services to youth who are emancipated.

Resource Development provides for the recruitment, certification, training, and retention of family foster homes, county-operated group homes, and adoptive homes.

The ***Child Care Division*** is responsible for child care facility licensing, supervising the Colorado Child Care Assistance Program, and developing and implementing programs that improve the quality and availability of child care in the state. Programs with the division include the following.

The *Licensing* unit licenses nearly 9,000 facilities that are monitored by division and contract staff. The majority of facilities are child care centers and homes, but the department also licenses residential child care facilities, specialized group facilities, and child placement agencies which certify foster homes. The functions of licensing include approving, monitoring, and investigating complaints in facilities and providing public access to licensing files.

County departments of social services administer the *Colorado Child Care Assistance Program (CCCAP)* which provides assistance with child care costs for families receiving public assistance and low-income families who are employed or in training programs and meet low-income guidelines.

Quality and Capacity Program initiatives promote high-quality child care for families statewide and increase the supply of child care. Initiatives include: grants to early learning child care sites to improve the school readiness of children in neighborhoods with low performing schools; consolidated child care pilots that integrate Head Start, the Colorado Preschool Program and CCCAP and increase quality; grants to counties that address local capacity and quality needs; and grants to

local communities that increase quality services to infants and toddlers.

Division of Youth Corrections

The division is responsible for managing both state-operated and privately contracted residential facilities and overseeing community alternative programs that serve and treat youths who have demonstrated delinquent behavior. The three major categories of services provided by the division include commitment, detention, and community services, including parole. Juveniles sentenced to the division may be sentenced either to commitment or detention. Commitment is a court-ordered transfer of legal custody to the department following an adjudicatory hearing on charges of delinquency by a youth. Detention is typically for less serious offenses and entails confinement to a detention facility.

The division administers and contracts for programs and services for over 10,000 Colorado youth in intensive secure units, medium care units, boot camps, secure detention, staff secure facilities, and community residential programs. The division also provides services to committed youth at four state facilities, and to youth on parole.

Adult Services Cluster

Office of Self-Sufficiency

This office administers a variety of programs and services aimed at providing income, nutritional, and housing support to those in need. Its mission is to assist families and individuals as they transition from welfare dependency and poverty to economic opportunity and independence.

Colorado Works is a joint state/federal program designed to provide financial assistance and services to eligible families. The

program provides temporary cash assistance and other supportive services until the family achieves self-sufficiency. State and federal funds are allocated to each county, and the county is then responsible for designing a program that best meets the needs of its citizens.

As part of the Colorado Works Division, the *Domestic Abuse Assistance Program (DAAP)* administers funds generated by a tax check-off system on state individual income tax returns. This staff assists in supporting direct services for victims of domestic violence and helps to maintain domestic violence programs across the state.

The *Food Assistance Programs Division* administers several programs providing nutritional, utilities, and employment assistance to Colorado families. Programs within the division include:

The *Low Income Energy Assistance Program (LEAP)* provides financial assistance to pay utility bills and provides weatherization services for low-income individuals or families.

Employment First is Colorado's implementation of the federally mandated Food Stamp Employment and Training Program. All individuals who apply for food stamps in Colorado and who do not meet federal exemption criteria must participate in Employment First activities. These activities include: workforce training, adult basic education, GED preparation, college, vocational training, vocational rehabilitation, job search classes, and part-time work.

The *Food Distribution Program* administers the distribution of food through the U.S. Department of Agriculture's Commodity Foods Distribution Program.

The *Food Stamp Program* is administered by state agencies under an agreement with the United States Department of Agriculture, Food and Nutrition Service. The Food Stamp Program provides benefits for eligible, low-income households which can be used to obtain food items in retail food outlets.

The *Colorado Electronic Benefit Transfer Service (CO/EBTS)* is a state-administered and contractor-operated benefit delivery service, which allows clients to use a debit-type card to access their cash benefits through automated teller machines (ATM) or their food stamp benefits and cash benefits through point of sale terminals at food retailers. Payments are distributed through EBT for Food Stamps, Temporary Assistance to Needy Families (TANF), Old Age Pension (OAP), Aid to Needy Disabled (AND), Aid to the Blind (AB), Low-income Energy Assistance Program (LEAP), Child Care, and Child Welfare.

The *Low-income Telephone Assistance Program (LITAP)* provides monthly discounts on local telephone service to low-income elderly and disabled recipients of the Old Age Pension, Aid to the Blind, Aid to the Needy Disabled, and Supplemental Security Income programs.

The *Division of Disability Determination Services* determines eligibility for Social Security and Medicaid disability claims using federal Social Security Administration rules and regulations.

The *Division of Refugee Assistance* serves as the central refugee services agency. Services provided to refugees and asylees include financial and medical assistance, education, employment, and other health and social services that help ensure that refugees settling in Colorado become self-sufficient and are effectively resettled.

The *Division of Child Support Enforcement* is charged with providing services to single parents aimed at obtaining financial and medical support for children from non-custodial parents. Services include locating non-custodial parents and their assets; establishing paternity; establishing and modifying child and medical support orders; enforcing child support orders; collecting child support payments; and enforcing medical support orders. Child support enforcement services are provided automatically to families receiving public assistance benefits. In addition, services are provided to any Colorado resident for a one-time \$20 application fee.

Office of Behavioral Health & Housing

This office oversees mental health, alcohol and drug abuse, and housing assistance services.

The *Division of Mental Health* purchases mental health services for families, children, adolescents, and adults from 6 specialty clinics and 17 private, non-profit community mental health centers. In addition, this division is responsible for licensing and certifying mental health facilities and providers.

Supported Housing and Homeless Programs coordinates and provides housing programs for low-income persons with special needs and for persons and families who are homeless.

Mental Health Institutes administers two state psychiatric hospitals, the Colorado Mental Health Institute at Pueblo and the Colorado Mental Health Institute at Fort Logan.

The *Alcohol and Drug Abuse Division* plans, develops, and implements alcohol and drug abuse services for families, children, adolescents, and adults in the state, including prevention, intervention, and treatment services through six managed service organizations, each responsible for managing treatment services for residents of a specified geographic area of the state.

Office of Adult, Disability, and Rehabilitation Services

The purpose of the Office of Adult, Disability, and Rehabilitation Services is to deliver quality services to elderly and disabled adults, and to veterans needing nursing home care. The office also provides services for people with disabilities.

The *Division for Developmental Disabilities* administers five programs which serve more than 13,000 individuals and families through 20 community-centered boards and over 200 service providers. Services include: extensive in-home support services for the severely

disabled, independent living services, early intervention, and case management.

Regional Centers administers three regional centers for persons with developmental disabilities. The regional centers located in Wheat Ridge, Grand Junction, and Pueblo provide 24-hour residential services, medical, psychiatric, therapeutic, vocational, and educational services. The Wheat Ridge and Grand Junction facilities include on-campus residential units and group homes, and the Pueblo center provides services to residents living in community group homes.

The *Vocational Rehabilitation Division* assists persons who have physical and/or mental disabilities and whose disabilities are barriers to employment. Vocational rehabilitation services are designed to help these persons develop the necessary skills to obtain employment. In addition, the division assists persons with disabilities to achieve independent living and integrate successfully in their communities.

State and Veterans Nursing Homes oversees six nursing homes located in Aurora, Florence, Homelake, Rifle, Walsenburg, and Trinidad. All of the nursing homes, except for the one in Walsenburg, are operated directly by the state. (The Huerfano Hospital District operates the Walsenburg nursing home.) Five of the nursing homes – Fitzsimons (in Aurora), Florence, Homelake (Monte Vista), Rifle, and Walsenburg – are veterans nursing homes. Federal law requires that at least 75 percent of the patients in these facilities be veterans and the other 25 percent be their survivors or dependents. The Trinidad Home is available to all eligible Colorado residents. The nursing homes provide skilled and/or intermediate care, are licensed by the Colorado Department of Public Health and Environment and are Medicaid certified. There is a residential (domiciliary) program at Homelake serving independent clients requiring limited supervision.

The *Division of Aging and Adult Services* empowers older adults, individuals with disabilities, and others with special needs, including persons who are homeless, to live safely with maximum

personal independence by planning and promoting an effective, integrated, and accessible system for the delivery of financial and medical support and supportive services including: information and referral, prevention, protection, employment, nutrition, advocacy, legal, ombudsman, and transportation. Programs include the following:

Adult Protection – services to vulnerable adults aged 18 years or older who are at risk of abuse, neglect, or exploitation.

Aid to the Blind – financial assistance to visually impaired individuals who have little or no income and resources.

Aid to Needy Disabled – financial assistance to eligible disabled individuals with little or no income and resources.

Burials – limited funding for burials of deceased recipients of public assistance if there are insufficient funds from family or other sources.

Old Age Pension (OAP) – financial assistance and health care coverage to eligible individuals age 60 or older with little or no income and resources.

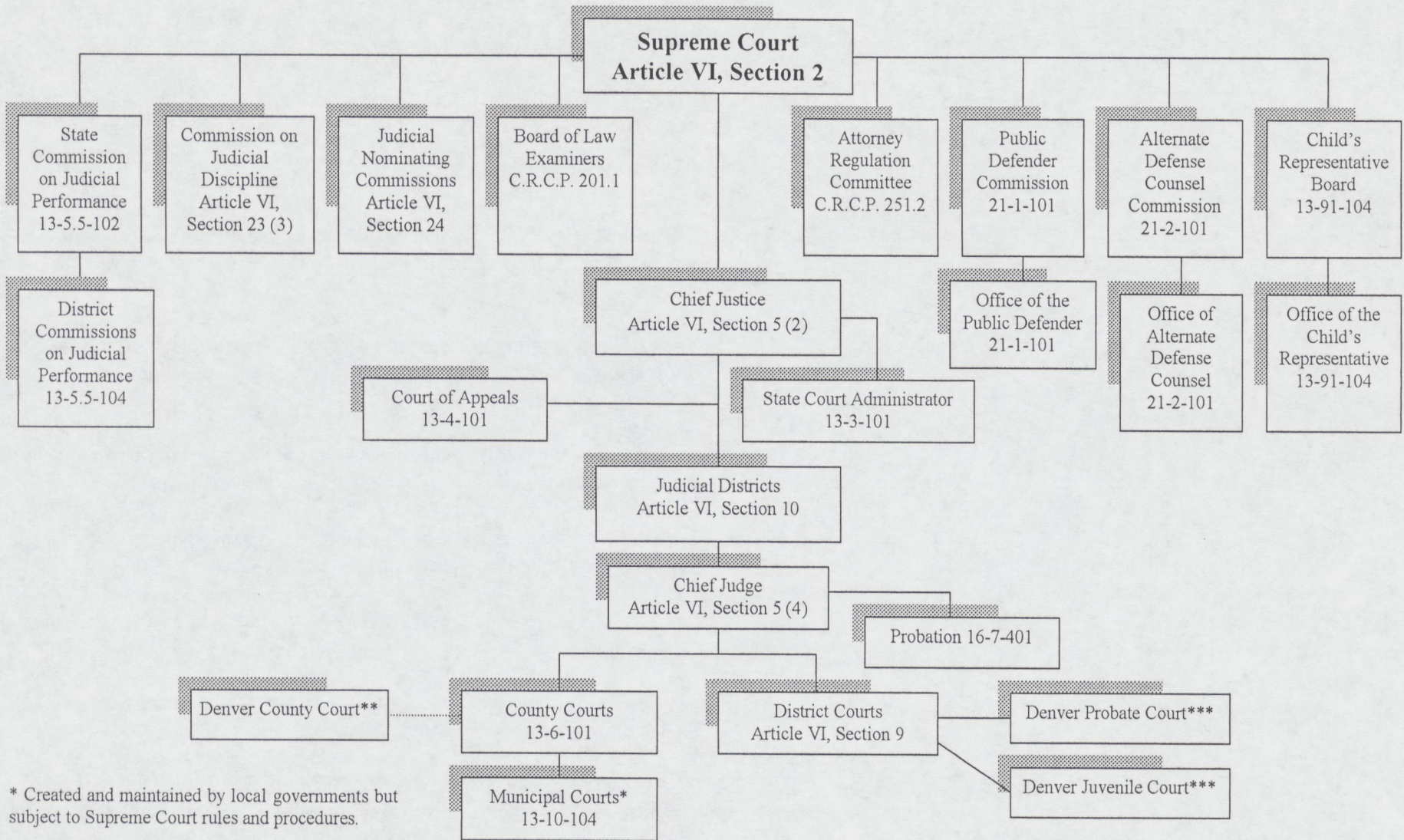
Older Coloradans Act and Older Americans Act Programs – non-skilled assistance to older persons to help them live independently in their own homes and communities for as long as possible.

Supplemental Security Income – Colorado Supplement (SSI-CS) – supplemental financial assistance to aged, blind, or disabled individuals receiving federal supplemental security income.

Colorado Commission on Aging – primary advisory and advocacy group for the coordination of services and programs for the aging network.

JUDICIAL BRANCH

Article VI, Section 1



* Created and maintained by local governments but subject to Supreme Court rules and procedures.

** Denver County Court functions as a municipal as well as a county court and is separate from the state court system.

***Exclusive to the City and County of Denver. District courts handle juvenile and probate matters in the rest of the state.

The Judicial Branch

FY 2004-05 Budget: \$288 million

Number of Personnel: 3,285

Major Functions: To litigate disputes in accordance with constitutional and statutory directives and provide an administrative structure to facilitate such a process.

Supreme Court

Supreme Court. The Colorado Supreme Court, composed of seven justices who serve ten-year terms, is the state's highest court. The number of justices may be increased to nine upon request of the court and concurrence of two-thirds of the members of each house of the General Assembly. The court has both appellate and original jurisdiction.

The Supreme Court has appellate review of the final judgments of the appeals court, district courts, the Denver Probate Court, and the Denver Juvenile Court. The Supreme Court has initial appellate jurisdiction over: 1) cases in which the constitutionality of a statute, a municipal charter provision, or an ordinance is at issue; 2) cases concerned with decisions or actions of the Public Utilities Commission; 3) writs of habeas corpus; 4) water cases involving priorities or adjudications; 5) summary proceedings initiated under the state's election code; 6) interlocutory appeals by the prosecution in criminal cases; and 7) cases in which the death sentence was imposed. The state constitution also requires the Supreme Court to respond to questions from the Governor, the Senate, and the House of Representatives.

Public Defender Commission. This five-member commission, appointed by the Supreme Court, is charged with appointing the state public defender.

Commission on Judicial Discipline. The commission consists of four citizens and two attorneys appointed by the Governor, and two district court judges and two county court judges chosen by the state Supreme Court. The commission has the authority to take disciplinary actions against judges for misconduct.

Judicial Nominating Commissions. The state constitution establishes 23 judicial nominating commissions, one for each of the 22 judicial districts and one for both the Supreme Court and the Court of Appeals. The commissions are charged with providing a list of nominees to the Governor within 30 days of notice of retirement, resignation, or other cause of vacancy of a judicial office.

Board of Law Examiners. The board consists of two committees appointed by the Supreme Court: a law committee of 11 members that conducts two written examinations per year, and the bar committee consisting of 11 members that investigates the education, professional experience, and ethics of applicants for admission to the Colorado Bar.

Attorney Regulation Committee. This committee is appointed by the Supreme Court and consists of nine members, six of whom must be members of the Colorado Bar. The committee is charged with conducting investigations into the alleged misconduct or disabilities of attorneys.

Alternate Defense Counsel Commission. This nine-member commission, appointed by the Supreme Court, is charged with the selection of the alternate defense counsel and to act as an advisory board to the alternate defense counsel in the development and maintenance of competent and cost-effective representation.

State Commission on Judicial Performance. This ten-member commission, whose membership is appointed by the Speaker of the House of Representatives, the President of the Senate, the Governor, and the Chief Justice of the Supreme Court, is charged with developing techniques for evaluating district and county judges, justices of the Supreme Court, and judges of the Court of Appeals who are on the retention ballot. The commission also makes recommendations on the retention of Supreme Court justices and Court of Appeals judges.

District Commissions on Judicial Performance. In each judicial district, a ten-member commission, whose membership is appointed by the Speaker of the House of Representatives, the President of the Senate, the Governor, and the Chief Justice of the Supreme Court, is charged with evaluating the performance of and making recommendations on the retention of local judges.

Chief Justice of the Supreme Court. The Chief Justice is the executive head of the state's court system. The Chief Justice has constitutional authority to assign active judges to judicial duties in jurisdictions other than their own and to assign retired judges to temporary judicial duty. The Chief Justice has the power to appoint the chief judge in each judicial district and to delineate the authority to be exercised by the chief judges. The Chief Justice is selected by the Supreme Court and serves at the pleasure of the majority of the court.

Office of the State Court Administrator. This office is responsible for the Judicial Branch personnel system. Duties include budgeting, fiscal administration, research and statistics capabilities, data processing, and the development of a capital improvement program, subject to the approval of the Chief Justice. The staff of this

office lends guidance, training, specialized expertise, and coordination to the judicial districts.

Office of the Public Defender. The state public defender represents indigent persons who face incarceration. The state public defender also may represent juveniles in delinquency and children in need of supervision proceedings and may serve as guardian ad litem in mental health cases.

Office of the Alternate Defense Counsel. The alternate defense counsel provides legal representation in circumstances in which the state public defender has a conflict of interest in providing legal representation and in cases where the court determines the defendant is partially indigent.

Office of the Child's Representative. In addition to any responsibilities assigned to it by the Chief Justice, the duties of this office are to enhance the provision of guardian ad litem services and CASA (court-appointed special advocate) programs in Colorado, and to work cooperatively with the judicial districts to establish pilot programs designed to enhance the quality of child representatives at the local level. This office is also charged to develop measurement instruments designed to assess and document the effectiveness of various models of representation and the outcomes achieved by the representatives and advocates for children.

Court of Appeals

The Court of Appeals is composed of 16 judges who serve eight-year terms. The Court of Appeals sits in divisions of three judges each to hear and determine all matters before the court. The chief judge, who is appointed by the Chief Justice of the Supreme Court, assigns judges to the five divisions and rotates these assignments. The divisions of the Court of Appeals are located in Denver, but a division may sit in any county seat to hear oral arguments.

The Court of Appeals has initial appellate jurisdiction over appeals from final judgments of the district courts and the Denver Probate and Juvenile Courts, except for those matters which go directly to the Supreme Court. The Court of Appeals also has jurisdiction over appeals from certain final orders of state administrative boards and agencies.

District Courts

District Courts. The district court is Colorado's trial court of general jurisdiction. It has original jurisdiction in domestic relations, civil, juvenile, probate, mental health, and criminal cases, except in the City and County of Denver, where probate and mental health matters are heard by the Probate Court and all juvenile matters by the Juvenile Court. District courts have appellate jurisdiction over final judgments of county courts.

Judges serving on the district court bench are appointed to the judicial district and serve in any or all of the counties within that district, subject to the approval of the chief judge of the district. Currently, 132 district judges serve in 22 judicial districts and the specialized courts in Denver. Each judicial district consists of one to seven counties. District judges serve six-year terms. Any increase or decrease in the number of district judges or any change in judicial district boundaries requires approval of two-thirds of the members of each house of the General Assembly.

Victims and Witnesses Assistance and Law Enforcement Board. This board is established in each judicial district and is authorized to enter into contracts to provide services for victims and witnesses of crimes.

Denver Probate Court. This court has exclusive jurisdiction within Denver over all matters of probate and the adjudication of the mentally ill. The court has one judge, but the number may be increased by law.

Denver Juvenile Court. This court has exclusive jurisdiction over juvenile matters arising in Denver. These include the following proceedings: delinquency, children in need of supervision, dependency and neglect, relinquishment, adoption, and paternity and support. The court has three judges, and the number may be increased by law.

Probation. An offender under probation serves a sentence in the community supervised by a probation officer, rather than in a correctional institution. If the probationer breaches the conditions imposed, the court may revoke probation and institutionalize the offender or modify the conditions of probation. The Judicial Branch administers adult and juvenile probation in all 22 judicial districts.

Courts of Limited Jurisdiction

County Courts. One hundred two county court judges preside in the state's 64 county courts. Not all county court judges are required to be attorneys. They serve four-year terms. A county court has concurrent original jurisdiction with the district court in civil actions (including torts) in which the debt, damage, or the value of the personal property claimed does not exceed \$15,000 and in misdemeanor cases. It also has concurrent original jurisdiction with the district court over misdemeanors and issuing warrants, conducting preliminary hearings, and setting bail.

Small Claims Courts. These courts are a division of the county court. Parties may file civil actions in which the debt, damage, tort, injury, or value of personal property does not exceed \$7,500. Jury trials are not permitted.

Municipal Courts. Approximately 188 courts with an estimated 202 judges serve municipalities. Municipal court jurisdiction is limited to municipal ordinance violations. Municipal courts in home rule cities are authorized by the state constitution but may also be established by governing bodies of statutory towns and cities.

The law provides for the appointment of a presiding municipal judge and such other judges as may be needed for a fixed term of not less than two years. The law specifies that a lawyer be appointed whenever this is feasible in the opinion of the local governing body; otherwise, the municipal judge must have at least a high school education. The municipal courts are funded and administered locally.

Water Courts. The Water Right Determination and Administration Act set up seven water divisions (according to the drainage patterns of the state's rivers) and established in each a water judge. The Supreme Court selects the water judge for each division from among the judges of the district courts within the division. Additional judges may be designated by the Supreme Court. The water judges have jurisdiction in determining water rights, uses and administration of water, and all other water matters in the jurisdiction.

DEPARTMENT OF LABOR AND EMPLOYMENT

24-1-121

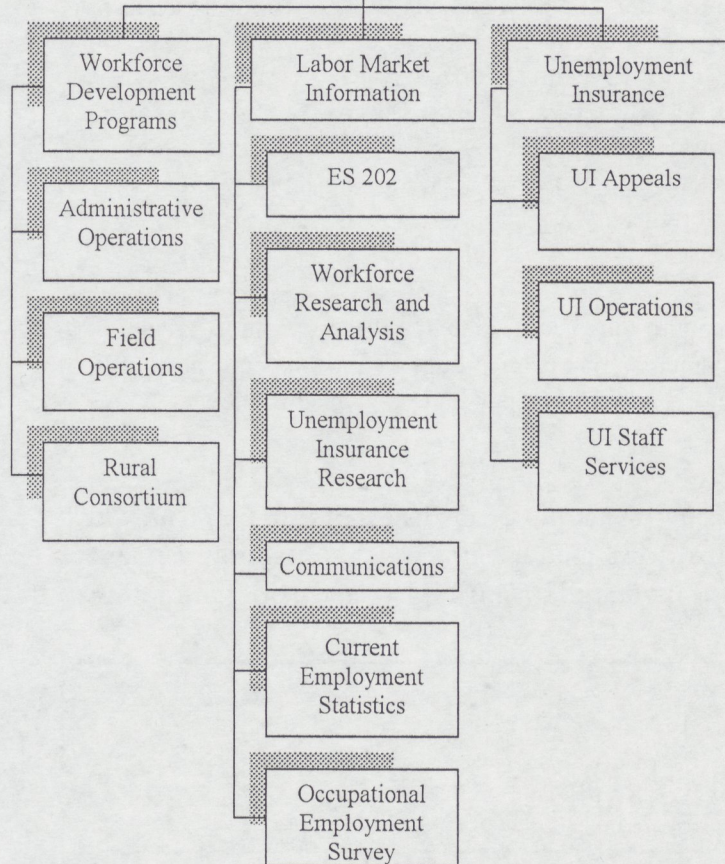
Executive Director
24-1-121

Division of Employment
and Training
8-71-101

Division of Workers'
Compensation
8-47-101

Division of Labor
8-1-103

Division of Oil and Public
Safety



Business
Operations

Insurance
Operations

Medical
Director

Labor
Standards/Relations

Public Safety

Field Inspection

Remediation

State Fund

Boards & Commissions Established by Statute:

Petroleum Storage Tank Committee, 8-20.5-104

Special Funds Board for Workers' Compensation Self-Insurers, 8-44-206 (2)

Workers' Compensation Cost Containment Board, 8-14.5-104

Department of Labor and Employment

FY 2004-05 Budget: \$131.7 million

Number of Personnel: 1,120

Major Functions: The Colorado Department of Labor and Employment provides job placement and training services to job seekers; administers Colorado's labor laws; provides a variety of public safety and consumer and environmental protection programs; and provides workers' compensation services. Its work fosters economic growth by supporting businesses and workers.

The Department of Labor and Employment is comprised of four divisions: the Division of Employment and Training, the Division of Workers' Compensation, the Division of Labor and the Division of Oil and Public Safety.

Employment and Training. The Division of Employment and Training includes the following three federally funded programs: (1) *Unemployment Insurance*, which provides temporary and partial wage replacement to workers unemployed through no fault of their own; (2) *Employment Service* (carried out to a large extent through the state's network of Workforce Centers), which provides job placement services and training for workers who need additional skills in order to obtain jobs; and (3) *Labor Market Information*, which serves as a source of information about labor market and economic trends throughout the state.

Workers' Compensation. The Division of Workers' Compensation protects the health and safety of workers through its administration of the Workers' Compensation Insurance Act. The division reviews claims to ensure prompt and appropriate payment of benefits and manages several medical cost management programs that assist in maintaining access to quality medical care for injured workers at a reasonable cost to employers and insurance carriers.

Labor. The Division of Labor is responsible for the administration of Colorado's labor laws as well as numerous public safety and consumer protection programs. The division administers statutory programs regarding wage law, minimum wage, labor standards, child labor and labor relations/elections, and ensures compliance through investigation and mediation of disputes.

Oil and Public Safety. The Division of Oil and Public Safety consists of: (1) the Field Inspection Section, which inspects and provides consumer protection and service regarding boilers and pressure vessels and petroleum storage tanks; (2) the Remediation Section, which oversees the cleanup of petroleum storage tank spills and leakages; and (3) the Public Safety Section, which adopts codes and establishes minimum standards for the construction of all public school facilities, sets standards for the use, storage, transportation and sale of explosives, and verifies insurance coverage and inspection of carnivals and amusement parks.

DEPARTMENT OF LAW

ATTORNEY GENERAL

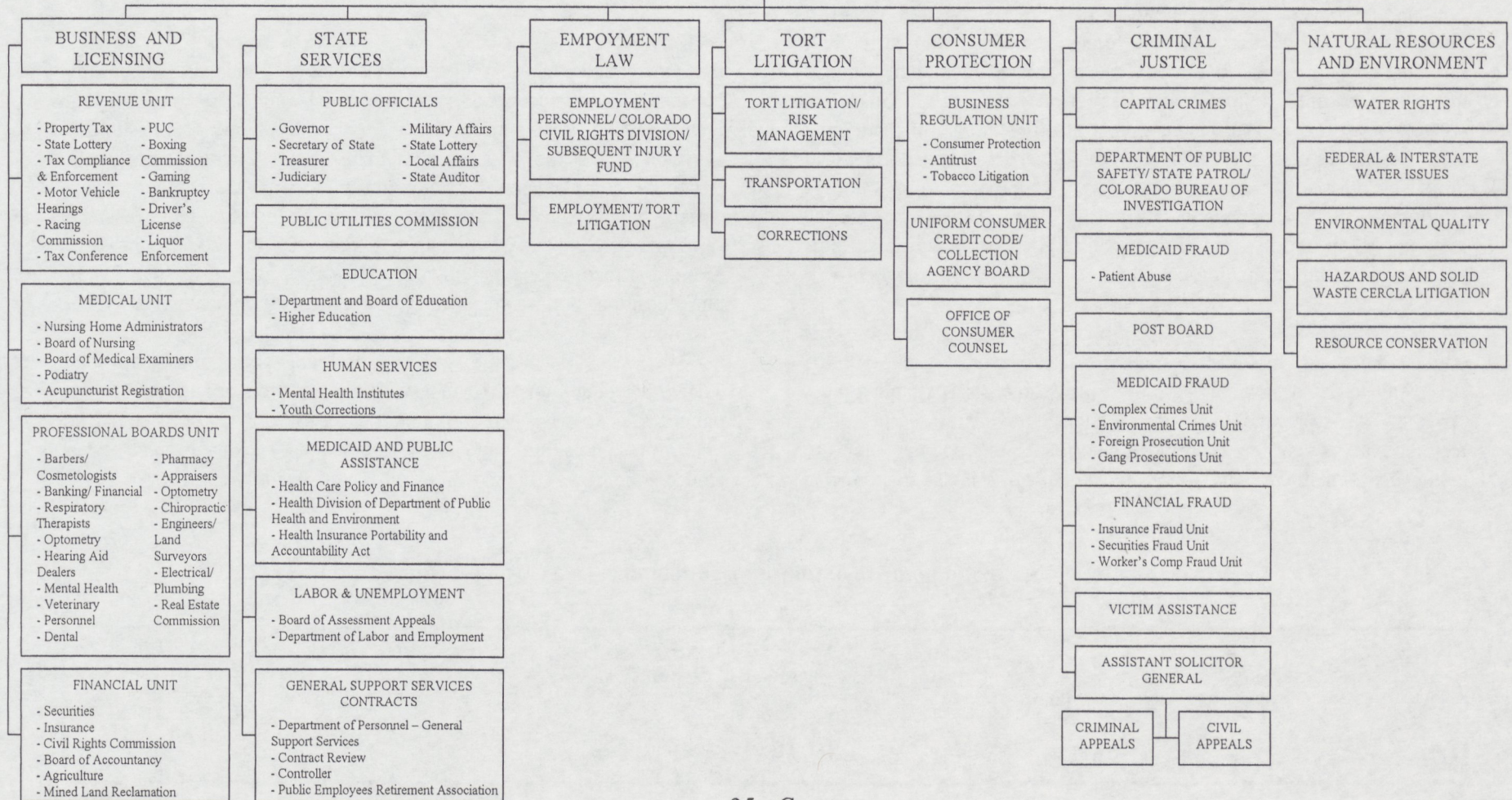
Policy and Governmental Affairs

Chief Deputy Attorney General

Solicitor General

Director of Administration

Budget, Fiscal, Information Technology Personnel,
Text Management



Department of Law

FY 2004-05 Budget: \$34 million

Number of Personnel: 337

Major Functions: To serve as legal counsel and advisor to all agencies of state government.

Attorney General's Office. The executive director of the Department of Law (DOL) is the Attorney General, an elected official. Assistant attorneys general are appointed by the Attorney General and are not within the state personnel system. All state agencies receive legal services from the Department of Law.

Business and Licensing Section. This section represents and advises the 28 state professional licensing and occupational regulatory boards on rulemaking, licensing, and disciplinary action and prosecutes licensing violations and disciplinary actions as directed by the boards. The section advises other regulatory agencies, such as the Divisions of Insurance, Banking, and Financial Services and the Securities Commission. Also, the section represents and advises the Department of Agriculture, the State Fair, and the Department of Revenue, and advises the Civil Rights Commission and the State Personnel Board on matters brought before them.

Tort Litigation Section. This section represents the state against personal injury claims in tort or civil actions; represents the state in procurement and construction litigation; and represents and advises the Departments of Transportation and Corrections, including condemnation and eminent domain proceedings and inmate litigation.

Consumer Protection Section. This section protects consumers and maintains a competitive business environment by enforcing state and federal consumer protection and antitrust statutes and tobacco settlement agreements; enforces Colorado's laws on consumer lending,

debt collections, rent-to-own, and credit repair; educates consumers through outreach and educational programs; and acts as advocate for public utility ratepayers. The section also represents the Colorado Civil Rights Division, prosecutes all civil rights cases on behalf of the Civil Rights Commission, and defends certain workers' compensation risk funds against potential liabilities.

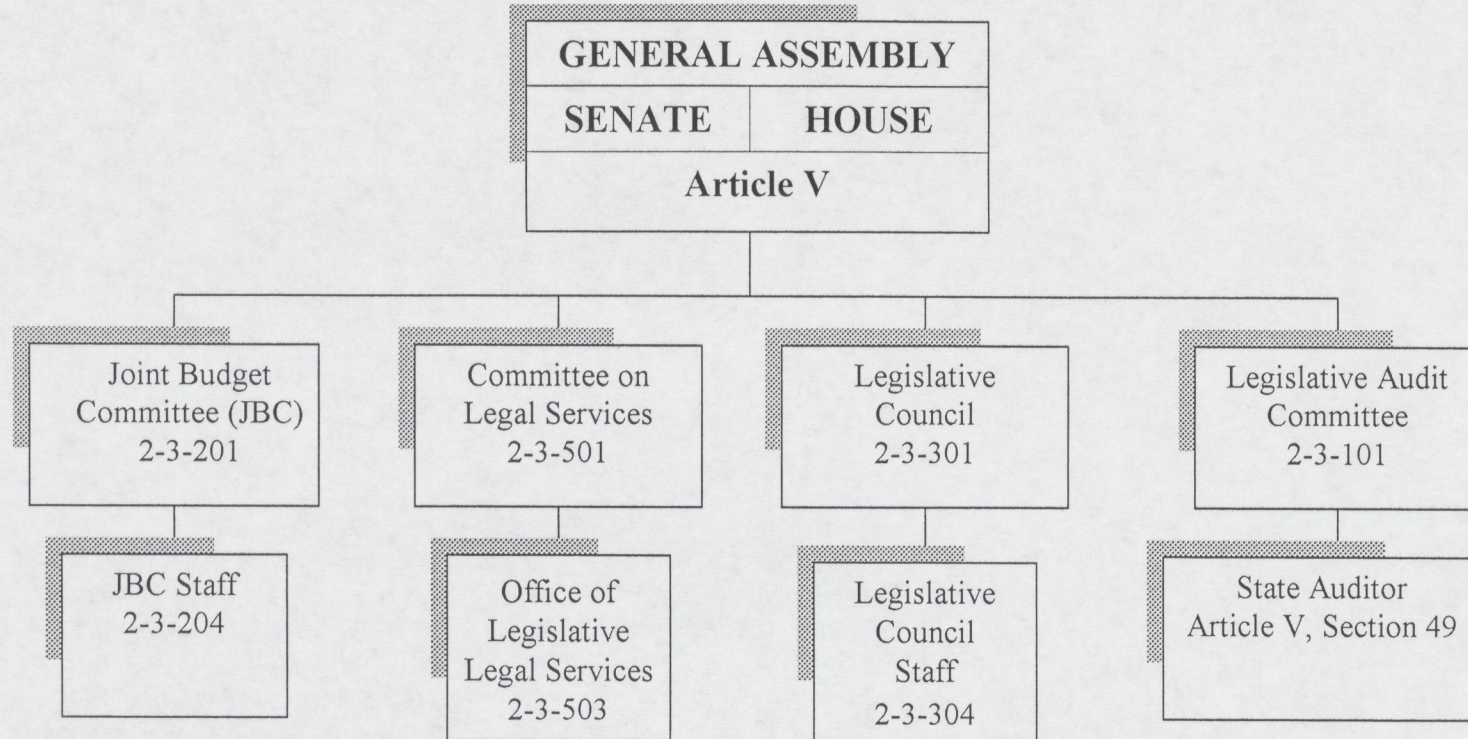
Criminal Justice Section. The appellate unit represents the state in criminal cases on appeal before state appellate and federal courts. The section prosecutes crimes in specialized areas including: complex crimes, environmental crimes, foreign prosecution, gang prosecution, Medicaid fraud, and financial fraud, and brings cases for indictment involving multi-jurisdictional crimes before the statewide grand jury. It provides special assistance to district attorneys in death penalty and gang-related cases; administers the Peace Officers Standards and Training Board, which oversees the training and certification of peace officers throughout the state; provides services to the victims of criminal cases on appeal and of crimes being prosecuted by the Attorney General's office; and represents the Department of Public Safety, including the State Patrol, Colorado Bureau of Investigation, and the Division of Criminal Justice.

Employment Section. This section provides legal counsel on personnel and employment law matters, including tort litigation, and defends the state and its agencies in lawsuits involving personnel and employment issues brought before the State Personnel Board.

Natural Resources and Environment Section. This section represents the various boards, commissions, and agencies in the Department of Natural Resources and the Department of Public Health and Environment. The Hazardous and Solid Waste and CERCLA Unit within this section prosecutes "superfund" lawsuits pursuant to the federal Comprehensive Environmental Response, Compensation and Liability Act. This section also handles issues related to water rights and environmental quality.

State Services Section. This section provides legal services to state agencies within the following departments: Higher Education, Education, Human Services, Labor and Employment, Corrections, Personnel and Administration, Military and Veterans Affairs, and Local Affairs. In addition, this section represents and gives legal advice to those state agencies headed by elected state officials. The section assists in the regulation of public utilities, and provides assistance in matters related to public assistance, Medicaid, and the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

THE LEGISLATIVE BRANCH



The Legislative Branch

FY 2004-05 Budget: \$29.3 million

Number of Personnel: 273

Major Function: To establish public policy for the state of Colorado.

Article V of the state constitution vests the legislative power of the state in the General Assembly. The constitution further provides for the qualifications of members, election of legislative officers, and promulgation of rules governing legislative proceedings. The rules of each house detail procedures followed by each body and prescribe their organizational structures.

The legislative branch consists of the elected members of the General Assembly and necessary support staff. There are 100 members of the General Assembly, 35 Senators and 65 Representatives. The legislative service agency staff are full-time, non-partisan staff, while most of the staff for the House and Senate serve only when the General Assembly is in session.

There are four permanent statutory service agencies that assist the General Assembly. These agencies are the Legislative Council Staff, the Office of Legislative Legal Services, the Joint Budget Committee Staff, and the Office of State Auditor.

The Legislative Council

Created in 1953, this 18-member body consists of 12 appointed legislators – six senators and six representatives – and the President of the Senate, the Speaker of the House, and the minority and majority leaders of each house who serve ex officio. The General Assembly

approves specific studies to be conducted during the interim and the Legislative Council reviews the legislative recommendations emanating from the studies. The Legislative Council also reviews and approves the ballot information booklet published on statewide ballot questions.

Office of Legislative Council. The Legislative Council Staff serves as the research arm of the General Assembly. The staff is full-time and non-partisan. The main office of the Legislative Council is located in Room 029 of the State Capitol Building.

The responsibilities and functions of the staff may be grouped under six broad activities:

- staffing committees of reference;
- responding to requests for research and answering constituent questions;
- preparing fiscal notes;
- providing revenue projections;
- staffing interim and statutory committees; and
- performing other centralized support services.

The staff responds to approximately 2,000 research inquiries a year. The majority of these requests come from members of the General Assembly, and often the research findings are used to develop bills considered during the legislative session. In addition, the staff

responds to a number of requests from citizens, research bureaus from other states, and private organizations. The office also publishes reports on topics of interest to the General Assembly and the public.

The economists on staff provide economic and revenue forecasts, which are used by the General Assembly as it formulates fiscal policy for the state. The office prepares fiscal notes for all bills considered during the legislative session.

Centralized legislative accounting. The Legislative Council Staff is charged by law with establishing a centralized legislative accounting service for the purpose of maintaining all accounting records, processing all vouchers, and preparing all related documents for the legislative department.

Library. A staff of two maintains a library for the use of the General Assembly, staff, and the public. The library contains research, reference, and governmental documents. Reports which are required by law or allowed to be filed with the General Assembly are available in the library. Library staff often assist those seeking legislative history of enactments.

Printing service. The print shop serves the General Assembly by preparing daily status sheets, a weekly subject index, and each version of a bill after its initial printing as well as the final act. The print shop also prints reports from the four legislative service agencies.

Capitol building visitor services. Starting in 1987, the office assumed the responsibility of providing tour services for visitors to the Capitol Building as well as educational programs about state government to elementary and secondary school children.

Committee on Legal Services

The Committee on Legal Services consists of ten members of the General Assembly: the respective chairmen of the House and

Senate Committees on Judiciary; four members from the House of Representatives, two from each major political party (one member from each party is to be an attorney-at-law if an attorney is available); and four members from the Senate, two from each major political party (one member from each party is to be an attorney-at-law if an attorney is available). The members of the committee are appointed by the Speaker of the House and the President of the Senate respectively, with the approval of the majority of the members of the body.

Office of Legislative Legal Services. The director, an attorney-at-law, hires staff, including attorneys-at-law and support personnel. Staff offices are located in Room 091 of the State Capitol Building.

Bill-drafting services. The Office of Legislative Legal Services prepares the bills, resolutions, and memorials introduced in the General Assembly. Under joint rule, no bill may be introduced in either house unless first approved as to form by the office. In addition, many amendments and all conference committee reports are prepared by the office.

Review of administrative rules and regulations. Every rule adopted or amended by an executive agency is reviewed by an office attorney to determine if the rule is within the power delegated to the agency and consistent with law. If there is a potential problem with the rule, it is then reviewed by the Committee on Legal Services at a public hearing. By statute, all rules adopted or amended on or after July 1, 1979, expire on June 1 of the year following their adoption unless the General Assembly adopts a bill which postpones their expiration. Each year members of the Committee on Legal Services sponsor a bill to postpone the expiration of the rules scheduled to expire June 1 of that year; but those rules that the legislature finds to exceed the rule-making authority of the agency or to be inconsistent with law are designated to expire as scheduled on June 1. After each legislative session, the office reviews existing rules to determine if they are in conflict with laws enacted during that session.

Revisor of Statutes. The revisor is responsible for compiling, editing, arranging, and preparing for publication all the laws of the state of Colorado. The revisor is responsible for arranging and preparing for publication, after the adjournment of each session of the General Assembly, bound volumes containing all the laws and concurrent resolutions passed at that session.

Other services. The office performs legal research for members of the General Assembly and may provide legal assistance in connection with contracts or other business done by the General Assembly. In addition, acting under the direction of the Committee on Legal Services, the office coordinates litigation involving the General Assembly.

Joint Budget Committee

The Joint Budget Committee (JBC) consists of six legislators: the chairmen of the House and Senate Appropriations Committees, and a majority and minority party member from those committees.

The JBC elects a chairman and vice chairman, one from the Senate membership and one from the House membership of the committee. The elected chairman heads the committee for the first regular session of a General Assembly and serves as vice chairman for the second regular session. The elected vice chairman serves as chairman for the second regular session of a General Assembly.

The committee analyzes the programs, management, operations and fiscal needs of all state agencies. It reviews agency budget requests and conducts budget hearings. The JBC is also responsible for reviewing the recommendations of the Capital Development Committee concerning capital assets. In addition, the committee prepares appropriation bills and publishes the annual Appropriations Report.

Joint Budget Committee Staff. The staff director is responsible for hiring budget analysts and support staff. Analysts review the budget requests, appropriations reports, audit reports, and other pertinent information, and meet with agency personnel to assist the committee in the budget building process. The staff work culminates in the introduction of the Long Bill – the appropriations act for funding operations of state government.

The committee's offices are located on the third floor of the Legislative Services Building.

Legislative Audit Committee

The Legislative Audit Committee consists of four members from the Senate, two from each major political party, and four members from the House of Representatives, two from each major political party.

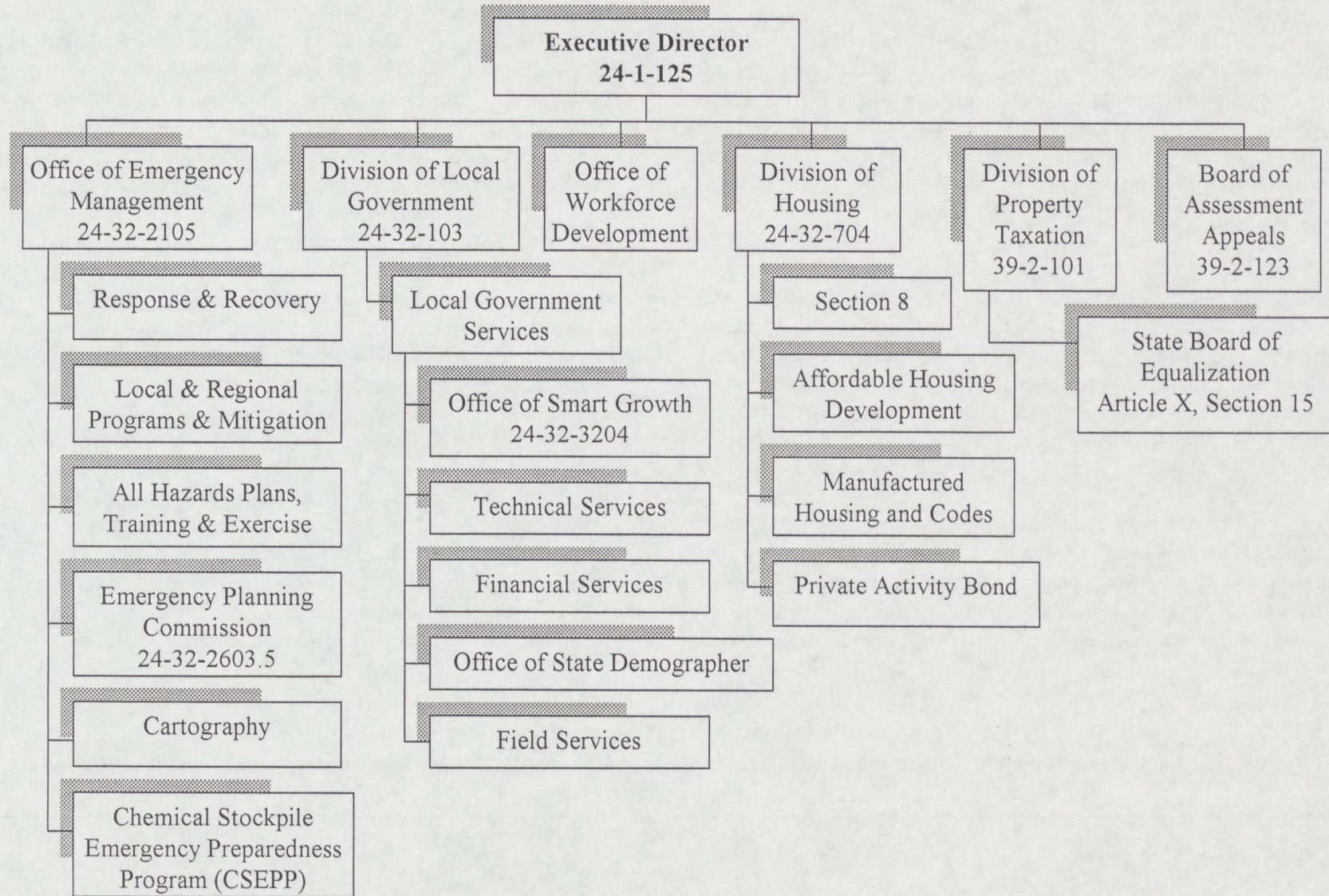
The function of the committee is to review the reports of the State Auditor relating to post audits and submit its recommendations to the General Assembly. It also orders preliminary investigations, special audits, or management studies to be performed.

State Auditor. This officer is appointed by a majority vote of the members of the General Assembly to serve for a term of five years. He or she must be a certified public accountant licensed in Colorado. The duties of the State Auditor include: conducting post audits of all financial transactions and accounts of all state departments, institutions and agencies of the executive branch of state government, and the judicial and legislative branches; conducting performance audits and performance reviews of state agencies selected by the Legislative Audit Committee or the General Assembly; conducting special audits of any department, institution, or agency upon the request of the Governor or

the General Assembly; and performing preliminary investigations, special audits, or management studies directed by the Legislative Audit Committee.

The Office of the State Auditor is located on the second floor of the Legislative Services Building.

DEPARTMENT OF LOCAL AFFAIRS



Department of Local Affairs

FY 2004-05 Budget: \$178 million

Number of Personnel: 175

Major Functions: To help strengthen local governments through a variety of community development activities involving training, technical and financial assistance, and advocacy.

Emergency Management Office. The office is charged with the preparation and maintenance of a state emergency operations plan to reduce the vulnerability of citizens to injury, loss of life, and damage to property resulting from a disaster emergency. The plan addresses potential impacts that could occur as a result of natural, technological, and national security disaster-emergency incidents. The plan includes coordination of federal, state, local, and private disaster emergency relief activities.

The office is responsible for determining the needs of the state for emergency equipment; maintaining a viable statewide search and rescue operational system; and advising the various departments of state government of emergency management issues as they affect the ongoing programs of these departments. The office includes five main sections. The *Cartography* section develops and manages automated and manual cartographic systems and a variety of special purpose maps. The *Response and Recovery* section maintains the emergency operations plan and ensures the operational readiness of all systems in the emergency operations center. The *Local and Regional Programs and Mitigation* section assists local governments in achieving their emergency management and homeland security goals by providing technical assistance in emergency response and recovery, all-hazards mitigation planning, and community preparedness training. The *All Hazards Plans, Training & Exercise* section provides overall administration for all homeland security grants, maintains the State Hazard Mitigation Plan, and provides assistance to local and regional

governments. The *Chemical Stockpile Emergency Preparedness Program (CSEP)* is a readiness program to enhance emergency preparedness of the communities around the eight chemical stockpile sites. The program's goal is to improve emergency preparedness, response, and recovery activities.

Emergency Planning Commission. The Emergency Planning Commission consists of not more than nine members who include the Attorney General, the Adjutant General, and the executive directors of the Departments of Transportation, Public Safety, and Natural Resources. The council meets at the call of the Governor to provide advice on matters pertaining to emergency management, the declaration of disaster emergencies, and disaster emergency response and recovery activities.

Local Government Division. The division assists local governments in strengthening their leadership and administrative capacities. Some of the services it provides to municipalities and special districts include purchasing assistance, budget review, statistical reports, and research. Financial and technical help is provided in the form of workshops, manuals and brochures, computer access and data, and personnel assistance.

Local Government Services. Local Government Services provides local governments with various types of financial, technical, and information assistance. The unit includes five main offices. The

Office of Smart Growth provides financial and technical assistance to local governments for land use planning and growth management. The office makes land use planning workshops available to local planning commissioners. It also administers the Heritage Planning Grant Program to promote cooperative growth planning among communities. In addition, the office oversees an intergovernmental land use dispute resolution program to address disagreements over conflicting development plans of neighboring jurisdictions. The *Financial Services* section administers various state and federally funded programs including the Community Development Block Grant, the Community Services Block Grant, the Waste Tire Fund programs, the Energy and Mineral Impact Grant program, Limited Gaming Impact program, and the Search and Rescue Grant program. The *Technical Services* section aids local governments with services such as budgeting, purchasing, personnel, and land use planning. The *Office of the State Demographer* provides population estimates and projections as the designated State Data Center for the United States Census and works extensively with state and local agencies on special and on-going demographic projects. The *Office of Field Services* helps local governments and community agencies to define issues, evaluate options, and identify solutions. The office also offers management, planning, county development, and technical assistance.

Office of Workforce Development. The office collaborates with other state agencies to implement the federal Workforce Investment Act of 1998, which offers a comprehensive range of workforce development activities through statewide and local organizations. The main function of the office is staffing the Colorado Workforce Development Council, which recommends workforce policy to the Governor. The office also monitors key statewide workforce issues, administers and requests federal grants, and provides support to local workforce boards.

Housing Division. The division provides support and coordination for lower-income housing projects and affordable housing, and assures construction safety in factory-built housing in the state. It is also statutorily responsible for:

- conducting research on new approaches to housing;
- encouraging public and private sector participation in the development, acquisition, and rehabilitation of housing by providing research and matching grants for the development of energy-efficient, low-income housing;
- providing technical assistance on renovation performance standards to counties and municipalities that have building codes; and
- administering revolving fund loans to local housing authorities and public and private nonprofit corporations to be used for the development of low- or moderate-income housing.

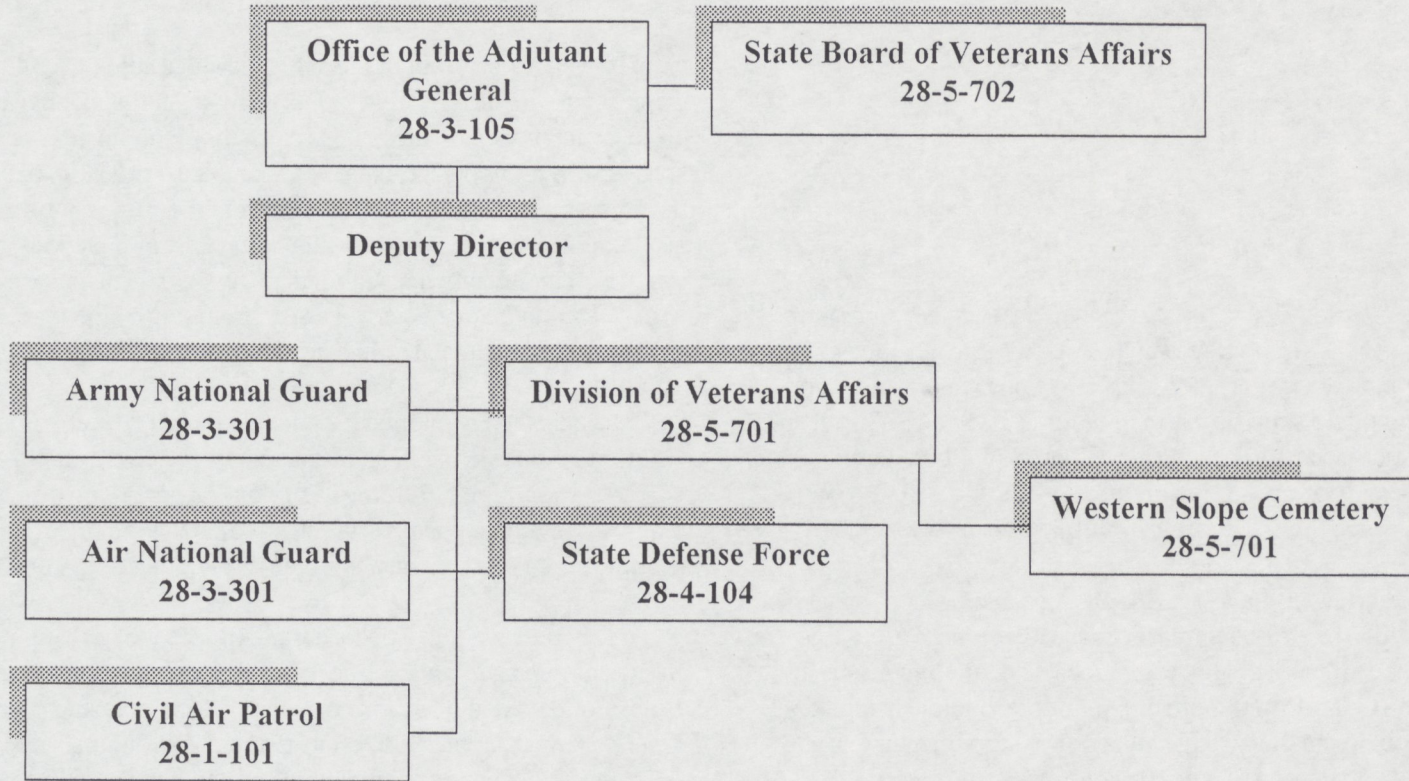
Property Taxation Division. The division head, the state property tax administrator, is responsible for the valuation and assessment of public utilities, determining qualifications for property tax exemption, and the administration and supervision of property tax equalization. The division provides assessment and equalization services that include: aid and assistance to local government personnel; research, development and publication of valuation guidelines; and assessment equalization studies.

State Board of Equalization. The board supervises the Property Taxation Division. Consisting of the Governor, the Speaker of the House and the President of the Senate or their designees, and two members appointed by the Governor, the board is charged with supervising the administration of all laws concerning the valuation of property among the counties. The board is authorized to examine and review the decisions of the Board of Assessment Appeals and the recommendations of the property tax administrator.

Board of Assessment Appeals. This gubernatorially appointed body is a quasi-judicial tribunal for hearing valuation, exemption, refund, and abatement appeals initiated by individuals, counties, or corporate taxpayers. Appeals are filed with the board from orders and decisions of the property tax administrator and county boards of equalization. The board conducts hearings on complaints filed by the

property tax administrator or upon petition by any tax-levying authority in Colorado concerning valuations for assessment. It can issue orders for compliance to a county assessor or a county board of equalization enforceable in the district courts.

**DEPARTMENT OF MILITARY AND
VETERANS AFFAIRS**



Department of Military and Veterans Affairs

FY 2004-05 Budget: \$128.6 million (state and federal)

Number of Personnel: 1,185

Major Functions: To augment active duty military, to protect and preserve life and property, to provide veterans services, and to provide search and rescue services.

The Governor acts as the commander-in-chief of Colorado's military forces (with the exception of those forces in the actual services of the United States military). The Governor is empowered to use the state's military for the defense or relief of the state, the enforcement of its laws, and the protection of life and property in the state.

The Governor appoints an adjutant general to act as his military chief of staff. In addition to being the executive director of the Department of Military and Veterans Affairs, the adjutant general is responsible for military encampments in the state. The department maintains more than 100 buildings at 25 locations in the state.

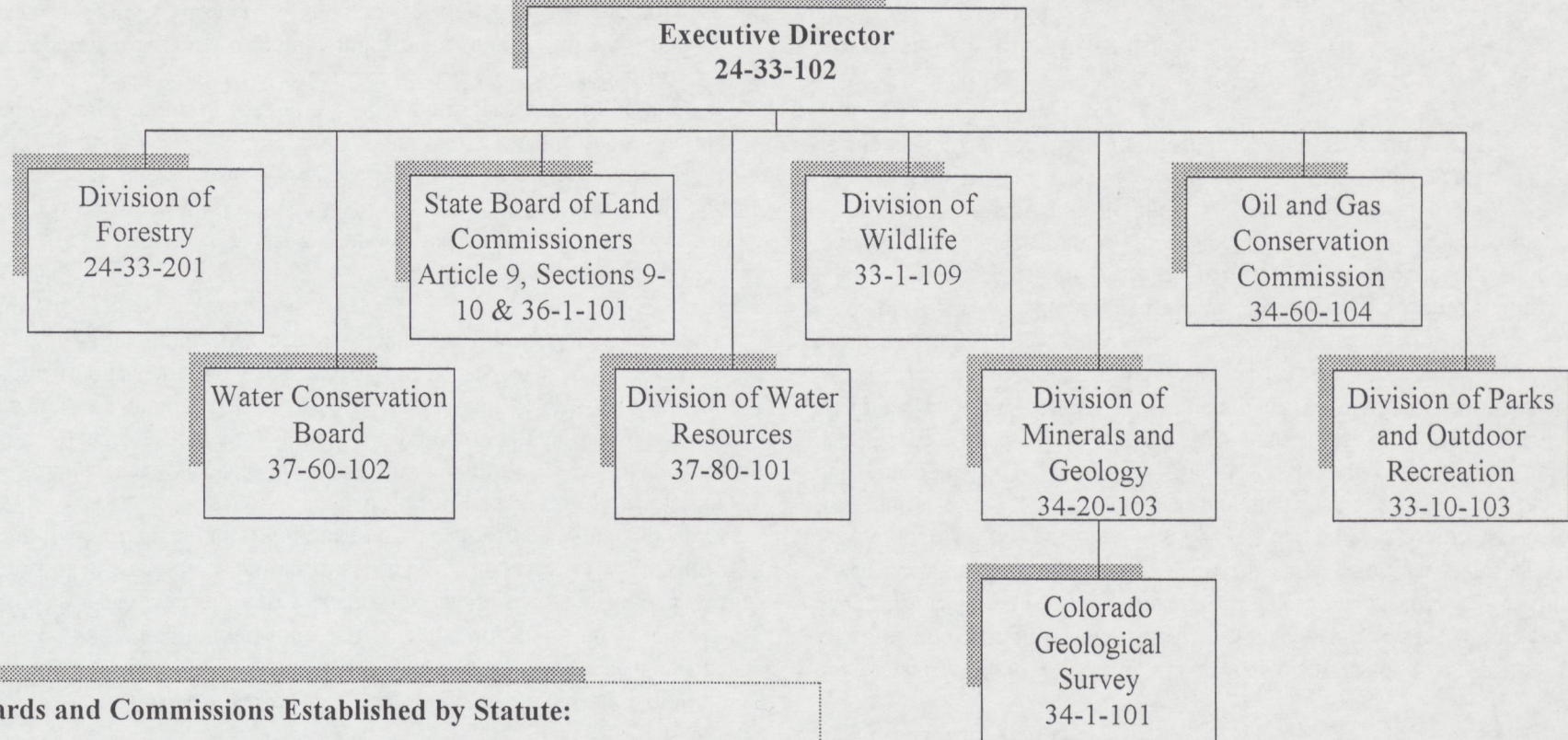
National Guard Division. The National Guard consists of the Army Guard and the Air Guard with a total membership of nearly 4,800. In cases of declared war or national emergency, the National Guard, on order of the President, can be activated to assist or augment active duty armed forces. In case of state or local disaster or emergency, the Governor may activate the National Guard to respond. All officers of the National Guard have the same duties as officers of similar rank and position in the United States Army or the United States Air Force, insofar as these duties are authorized by federal law.

Civil Air Patrol Division. This voluntary auxiliary of the United States Air Force provides air search missions for lost hunters, hikers, and downed aircraft, and transports supplies and personnel to disaster areas. The 2,000 patrol volunteers provide aerospace education and maintain a program for teenaged cadets.

Division of Veterans Affairs. This division provides veterans services and advocacy. It operates the Veterans Memorial Cemetery of Western Colorado in Grand Junction and provides guidance training and assistance to five county veterans service officers. These state service officers also process veterans cases and represent veterans in appeals proceedings with the federal Department of Veterans Affairs.

Division of Colorado State Defense Force. The Colorado State Defense Force is the organized militia for the state of Colorado in time of national emergency. It has not been activated in modern memory. The defense force may be organized and maintained by the Governor at any time. The state defense force would be composed of citizens of the state who volunteer and qualify, or are ordered by the Governor, for service.

DEPARTMENT OF NATURAL RESOURCES



Boards and Commissions Established by Statute:

Board of Examiners of Water Well Construction and Pump Installation Contractors, 37-91-103
 Coal Mine Board of Examiners, 34-22-102
 Forestry Advisory Board, 24-33-202
 Ground Water Commission, 37-90-104
 Mined Land Reclamation Board, 34-32-105
 Minerals, Energy and Geology Policy Advisory Board, 34-20-104
 Parks and Outdoor Recreation Board, 33-10-104
 Wildlife Commission, 33-1-103

Department of Natural Resources

FY 2004-05 Budget: \$176.6 million

Number of Personnel: 1,539

Major Functions: To develop and protect the following resources: land and forests, energy and minerals, water, and wildlife and outdoor recreation.

Land and Forest Management

The State Land Board. The enabling act admitting Colorado to the Union granted the state two sections in every township to be retained as a continuing source of income for the state's schools. Article IX of the Colorado Constitution established the State Land Board to oversee these public trust lands in the state. The Board is composed of five members appointed by the Governor with the consent of the Senate, who serve four-year terms and are responsible for controlling, managing and disposing of four million acres of mineral rights. The Board is charged with promoting the highest and best use of state land, while also ensuring environmental stewardship. It is responsible for obtaining reasonable and consistent income over time for eight trust funds, the largest of which is the public school trust fund.

The Board has three sections - the Agricultural section, Minerals section, and Commercial or Real Estate section. The Agricultural section leases grazing, cropland, recreational and other surface rights to both public and private entities, while the Minerals section leases property for the use of natural resources to public and private entities. The Commercial or Real Estate section primarily leases commercial land to public and private entities, but also controls income-producing properties such as parking lots and property on which businesses are located. In addition to buying and leasing land, the Board grants rights-of-way, manages timber, develops policies for access to land and use of land, collects royalties and rents, and

designates land to be included in the Stewardship Trust as authorized by the state constitution.

Division of Forestry. This division is headed by the State Forester and staffed by the Colorado State Forest Service (CSFS), a program of Colorado State University. The division, along with the seven-member Forestry Advisory Board, helps establish state forest policy. The division is charged to: strengthen natural resource policy formulation and coordination concerning private and public forest land in Colorado; enhance the state's efforts to improve the management and health of Colorado's forests; produce an annual forest health report for all forest land in Colorado; address cooperative management of forest land across jurisdictions; mitigate the natural and urban interface fire hazard; restore critical watersheds; assist in the management of forest lands under the jurisdiction of the agencies within the Department of Natural Resources; promote cooperation with the federal land management agencies to facilitate collaboration across boundaries warranted by forest land conditions; incorporate rural development through forestry in program delivery; and assure that state water quality best management practices are available and understood.

Energy and Mineral Resources

Division of Minerals and Geology. The division's duties encompass many facets of the mining industry, and include the Office of Active and Inactive Mines, the Coal Mine Board of Examiners, and

the Office of Mined Land Reclamation and the Mined Land Reclamation Board. The division's responsibilities include developing long range plans, providing information on Colorado's mineral opportunities, establishing consistent state mineral and energy development policies, coordinating with federal agencies, and consulting with local governments, constituency groups and interested persons on mineral development issues.

Office of Mined Land Reclamation and the Mined Land Reclamation Board. The office and seven-member board enforce statutes to ensure that mining operations are conducted in an environmentally sound manner and that affected lands are available for beneficial use after mining is completed. The office's two major programs are: 1) the minerals program, which regulates sand and gravel, oil shale, uranium, and metal mining operations (gold, silver, molybdenum); and, 2) the coal program, which is administered by the state through federal grants and agreements with oversight from the federal Office of Surface Mining and Reclamation and Enforcement.

Office of Active and Inactive Mines. This office is composed of two programs: 1) the Mine Safety and Training Program, which is responsible for ensuring that mining work practices are safe, training miners in health and safety practices, administering first aid and mine rescue procedures, and maintaining mining health and accident records; and, 2) the Inactive Mine Reclamation Program, which safeguards the public and the environment from the most severe impacts and hazards of past mining operations, including major reclamation work at old sites.

Coal Mine Board of Examiners. This five-member board is responsible for establishing criteria for the certification of coal miners as required by federal law.

Colorado Geological Survey and Office of the State Geologist. The survey advises state and local government agencies on geological problems including the mitigation of geologic hazards affecting public health and safety; promotes economic mineral

development; inventories and analyzes the state's mineral resources; identifies natural geologic hazards; collects geologic information; publishes reports, maps, and bulletins; reviews private development plans for county governments; evaluates school sites for school districts; studies proposed hazardous waste sites for the Department of Public Health and Environment; and evaluates other proposed land uses for state and local government agencies.

The survey also administers the Colorado Avalanche Information Center, which researches and monitors avalanche conditions, alerts the public to avalanche dangers throughout the state, and makes presentations to educate the public about avalanches.

Minerals, Energy, and Geology Policy Advisory Board. The 17-member board was established to, among other duties, implement a mineral information management system and prepare an annual report on the minerals and energy industry in Colorado. The board also advises the executive director and various boards, commissions, and advisory committees in the department on governmental policy issues affecting these industries and provides recommendations to the executive director on the annual allocation of severance tax funds.

Oil and Gas Conservation Commission. This seven-member board appointed by the Governor to four-year terms regulates the oil and gas industry in Colorado. Its responsibilities include promoting the development and production of oil and gas in the state in a manner consistent with protection of public health, safety, and welfare. It also prevents wasteful production practices, protects the rights of mineral and surface land owners, and works to protect the environment from oil and gas pollution.

Water Resources

Division of Water Resources. The State Engineer, appointed by the Governor, oversees this division. It is responsible for administering the distribution of the state's surface and underground

water supplies in conformance with the Colorado Constitution, legislation, court decrees, and interstate compacts.

The division implements programs concerning dam safety; compiles and maintains records involving the occurrence of water supplies, stream diversions, decreed rights, and granting of well permits; supervises water well drilling and pump installations; and maximizes the beneficial use of all the waters of the state. The division, together with the Water Conservation Board, is also responsible for meeting interstate compact commitments on water deliveries; advising members of the executive and legislative branches on both intrastate and interstate water matters; meeting with and advising the public on water matters; and representing the state at interstate meetings regarding the state's rights to water.

Water Conservation Board. The board is the state's primary water policy and planning agency. The activities of the board include studying and evaluating water conservation plans, including water storage facilities; assisting in the formation of organizations intending to utilize state waters; devising water utilization; devising flood prevention and drought mitigation plans; formulating and preparing state and federal legislation on beneficial use of state waters; investigating plans and activities of other states and the federal government; providing engineering and financial assistance for construction and rehabilitation of water storage projects; and developing the analytical tools necessary to assist in the protection of Colorado's water interests. The board consists of nine members appointed by the Governor, and six non-voting ex officio members.

Ground Water Commission. The twelve-member commission, nine of whom are appointed by the Governor, each serve four-year terms, and are charged with establishing designated ground water basins. Additionally, the commission has the authority to create ground water management districts within designated ground water basins. Currently, the commission has established eight designated basins and thirteen ground water management districts within such basins, all in the eastern part of the state. The commission has

delegated many of its responsibilities to the State Engineer, including issuing well permits and determining water rights.

Board of Examiners of Water Well Construction and Pump Installation Contractors. This board has general authority over the construction and abandonment of wells and the installation of pumping equipment to protect and preserve the state's ground water resources and safeguard public health.

Wildlife and Recreation

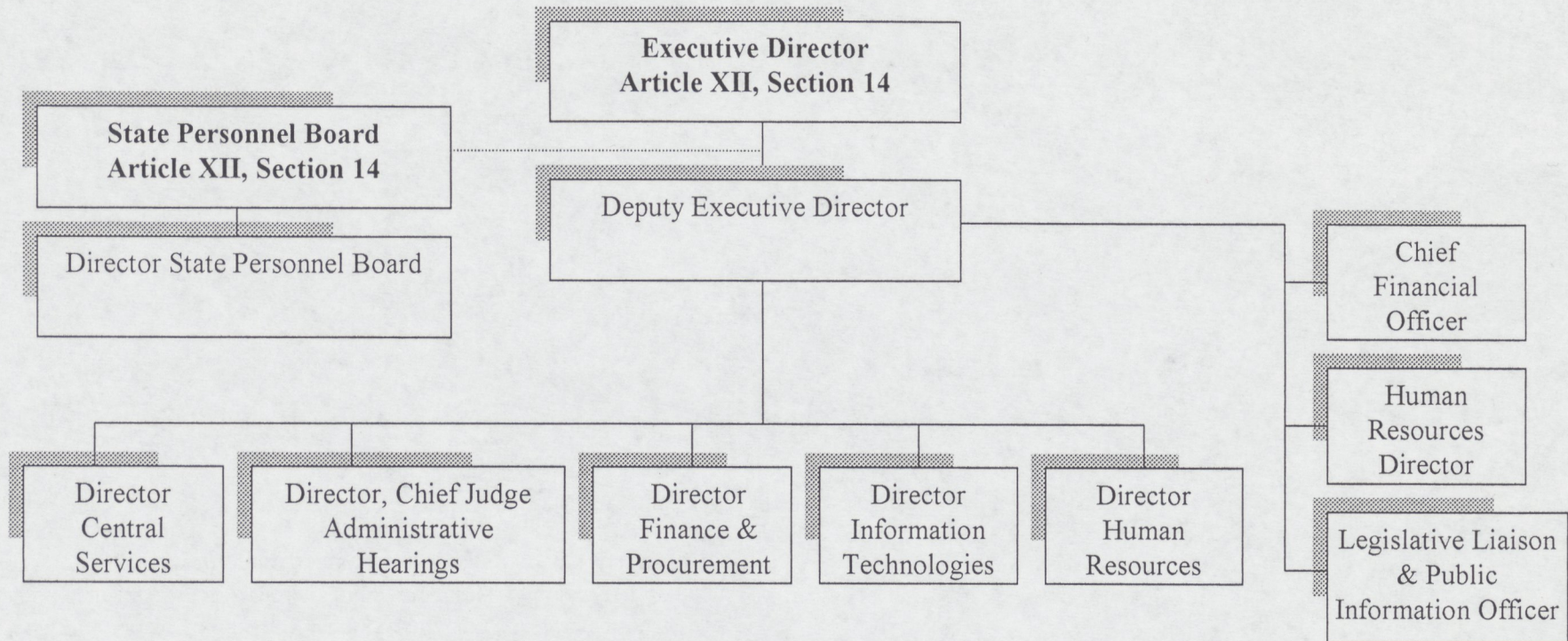
Division of Wildlife. Colorado has approximately 113 species of sport game, 35 species of sport fish, and 750 species of nongame wildlife, which the Division of Wildlife is responsible for managing. The division regulates hunting and fishing activities by issuing licenses and enforcing regulations. It also manages more than 230 wildlife areas covering nearly 300,000 acres, conducts research to improve wildlife management activities, provides technical assistance to private and other public landowners concerning wildlife and habitat management, develops public awareness of wildlife management issues, administers programs such as the Native Species Trust Fund to protect and recover threatened and endangered species, and recommends minimum levels of stream flows and permanent pools to the Water Conservation Board to protect wildlife.

Wildlife Commission. This eleven-member commission, consisting of nine voting members and two nonvoting members, is appointed by the Governor to four-year terms. The commission promulgates rules and regulations pertaining to the Division of Wildlife. It is also responsible for making decisions about buying or leasing property for wildlife habitat and public access, and for approving the division's annual budget proposals and long-range plans.

Parks and Outdoor Recreation Division. The division operates and manages a system of 41 state parks encompassing 215,000 land and water acres that attract nearly 11 million visitors per year.

The division coordinates a statewide trails system composed of trails on federal, state, and local land, and is responsible for the licensing, registration, or certification of boats, snowmobiles, off-highway vehicles, and commercial river outfitters. The division also oversees a volunteer program and the Natural Areas Program, which designates places in Colorado with unique biological, ecological, or geological features (currently 60 areas). The division is required to prepare and maintain a comprehensive plan for the development of the outdoor recreation resources in the state. The division is also responsible for administering the federal Land and Water Conservation Fund Act in Colorado. The five-member Parks and Outdoor Recreation Board, appointed by the Governor to four-year terms, oversees the division, developing and enforcing policies and regulations pertaining to the agency.

**DEPARTMENT OF PERSONNEL AND
ADMINISTRATION**



Department of Personnel and Administration

FY 2004-05 Budget: \$173.8 million

Number of Personnel: 572

Major Functions: To support the business needs of state government by providing the people, resources, and information needed by state agencies to implement public policy cost-effectively and efficiently.

Personnel

State Personnel Board. The State Personnel Board makes rules governing the state personnel system and hears appeals by applicants and employees in the state personnel system. The Board's mission is: to resolve disputes involving state employees and agencies; to establish policies and rules for state employment; and to provide and maintain a uniform system of human resource management.

Division of Human Resources. The Division of Human Resources develops and manages the state personnel system and coordinates state personnel rulemaking and dispute resolution processes. The Human Resources Programs Section manages total compensation programs, work-life programs, workforce planning, training, performance management, and human resource auditing. The Employee Health and Risk Services Section manages group benefit plans, risk management, and the employee assistance program.

Administration

Division of Administrative Hearings. The Division of Administrative Hearings is Colorado's administrative court system. This system enables both agencies and citizens to resolve certain disputes while avoiding the time and expense of litigation in district court. Administrative law judges ("ALJs") decide workers' compensation, human services, licensing, and a variety of other cases.

Division of Central Services. The Division of Central Services provides state agencies with business support services. The division is comprised of several service units and has a workforce of approximately 200 state employees. These service units include: state fleet and automobile acquisition, mail services, print design, printing services, copy services, microfilming, state building maintenance, and travel management.

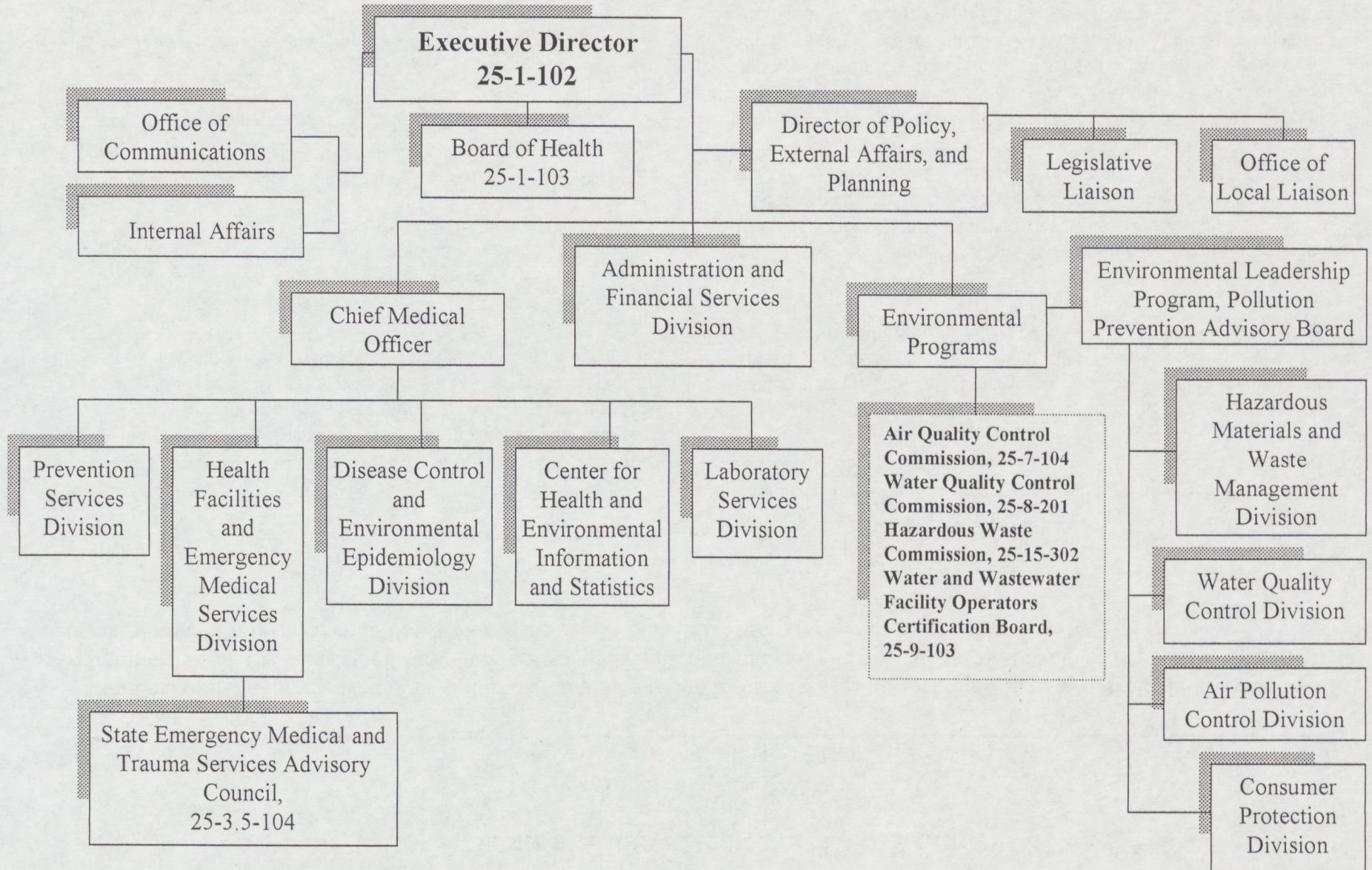
Division of Finance and Procurement. The Division of Finance and Procurement provides leadership, oversight, and guidance to state agencies and institutions of higher education in the management of the State of Colorado's financial affairs, public procurement, construction, and real property.

The Division of Finance and Procurement is composed of four major sections: the State Controller's Office, the State Purchasing Office, State Buildings and Real Estate Programs, and Central Collections Services.

Division of Information Technologies. The Division of Information Technologies (DoIT) supports Colorado state government business functions with information technology and telecommunications tools. DoIT also provides statewide planning for telecommunications and supports the Governor's Office of Innovation and Technology in its efforts to provide statewide leadership with information technology solutions for citizen business initiatives.

DoIT is comprised of Computing Services, Colorado State Archives, Customer Services, Business Services, Communication Services, and the Technology Management Unit.

DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT



Department of Public Health and Environment

FY 2004-05 Budget: \$280 million

Number of Personnel: 1,116

Major Functions: The protection of Colorado's public and environmental health through disease control; the prevention of contamination of the state's soil, air, and water; the regulation and monitoring of hospitals and nursing homes; and the dissemination of information on how Coloradans can live healthier lifestyles.

Health Programs

Laboratory Services Division. The division analyzes water, milk, food, and other consumer products to ensure they are free of contamination; conducts genetic screening of newborns; supports state and local law enforcement by conducting toxicology tests; performs tests for diseases such as West Nile virus and rabies and for bioterrorism agents such as anthrax; and conducts radiation testing.

The division also is responsible for the evaluation and certification of a number of laboratories and serves as a consultant and reference facility for all medical and environmental laboratories in the state. It operates branch laboratories in Grand Junction and Durango.

Center for Health and Environmental Information and Statistics. This division registers all births, deaths, marriages, and divorces. It also tabulates, analyzes and publishes vital statistics and other health data.

Health Facilities and Emergency Medical Services Division. This division licenses and certifies Colorado's health facilities as required by state and federal law. The regulatory activities of the division include regular inspections; complaint investigation; and occurrence investigations and enforcement actions in nursing homes, hospitals, residential care facilities, community-based health clinics,

and other health facilities. The division also oversees the training and certifications of emergency medical technicians (EMTs) and assists local communities in developing and maintaining emergency medical services (EMS) systems.

The Emergency Medical Services section oversees the management of the state Emergency Medical and Trauma Services Advisory Council. The council advises the department on the development and implementation of statewide emergency medical and trauma services.

Disease Control and Environmental Epidemiology Division.

This division reports, investigates, and controls the spread of infectious diseases. It also oversees the state's immunization programs, and its tuberculosis, sexually transmitted disease (including HIV/AIDS), and animal-borne disease control programs. The division manages a birth defects registry and assesses health risks at hazardous waste sites. The division provides consultation and training to physicians and other health care providers, local health departments, county public health nursing services, and other agencies on communicable disease control and environmental health. The division disseminates disease reports and statistics to these entities as well as to the U.S. Centers for Disease Control and Prevention. The department's emergency preparedness and bioterrorism response activities are also in this division.

Prevention Services Division. The division was created to promote the health of Coloradans by decreasing premature death and disability from preventable and controllable causes of chronic disease and injury. This division also oversees the Colorado Central Cancer Registry. Programs under the Chronic Disease and Cancer Prevention and Control Section focus on diabetes control; physical activity and nutrition; cardiovascular health; arthritis; suicide prevention; and tobacco education and prevention.

The division implements health promotion activities at worksites, schools, health care delivery sites, and through community agencies. Target groups include health professionals, parents, minority groups, elderly persons, rural populations, and children. The division also targets children and youth by providing prenatal and maternity care, nutrition education and food supplements, specialized developmental evaluations screening, and preventative care for children. The services are delivered directly by the division or through contractual arrangements. The division also contracts with providers of women's health services across the state.

The division provides consultation and technical assistance in preventive health care programs and in specialty nursing programs including maternal and child health.

Environmental Programs

Air Pollution Control Division. This division and the nine-member Colorado Air Quality Control Commission are responsible for implementing measures to ensure good air quality throughout the state. The division's Technical Services Program operates numerous monitors throughout the state to collect data on gaseous and particulate pollutants and conducts special studies and complex computer modeling. The Stationary Sources Program issues permits and monitors air pollution sources other than motor vehicles, and regulates asbestos removal and the use of ozone-depleting compounds. The Mobile Sources Program administers the Automobile Inspection and

Readjustment Program to reduce carbon monoxide and hydrocarbon levels through reduced vehicle pollution. The Mobile Sources Program also administers the oxygenated fuels program in the Denver metropolitan area to reduce the levels of carbon monoxide in mid-winter. The staff conducts studies and administers programs to reduce diesel and other mobile source emissions.

Water Quality Division. This division implements, administers, and enforces water quality management and control programs in accordance with policies developed by the Colorado Water Quality Control Commission. The division develops stream classifications and standards and issues permits to those dischargers who must comply with the standards; performs site reviews of new or expanding domestic water treatment facilities; and performs monitoring and other enforcement activities. The division also oversees water quality management planning, and provides technical assistance to local governments. All community drinking water systems must submit self-monitoring reports and meet Colorado Board of Health water quality standards.

Consumer Protection Division. This division assures that food, drugs, milk, and other consumer products are safe, properly labeled, and free from contamination, and coordinates consumer protection activities with local, state, and federal agencies.

The division staff conducts environmental health and safety inspections of public facilities, such as restaurants, schools, and child care facilities, and assists in controlling insects that spread disease from animals to humans. The division provides consultation and assistance to consumers, local health agencies and food-related industries.

Hazardous Materials and Waste Management Division. This division manages the disposal of hazardous and non-hazardous solid and liquid wastes to prevent pollution of ground and surface water, general nuisance conditions, and health hazards. All companies that generate, treat, store, transport, or dispose of hazardous wastes are subject to compliance requirements. The division assists in the

investigation and cleanup of Superfund sites in Colorado and coordinates the state's effort to clean up large uranium mill tailing sites and many smaller contaminated areas.

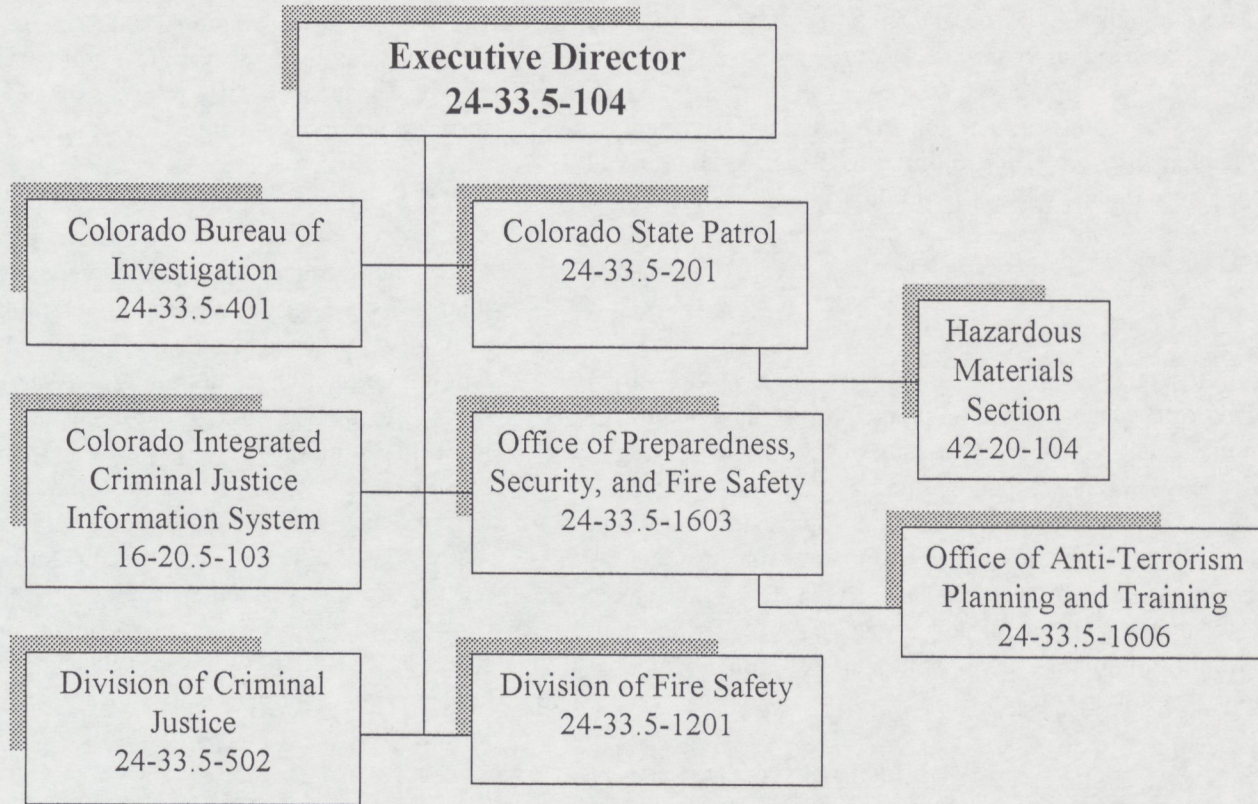
A nine-member Colorado Hazardous Waste Commission promulgates rules pertaining to hazardous wastes to protect public health and the environment.

This division regulates facilities that process, use, store, transport, or dispose of radioactive materials. The division licenses nuclear medicine and radiology offices, certifies x-ray and mammogram machines and centers, and responds to releases of radioactive materials.

Pollution Prevention Advisory Board. This board provides overall guidance and advice to the department on pollution prevention activities including pollution education, training, and technical assistance programs.

Environmental Leadership Program. This statewide initiative recognizes Colorado's environmental leaders and promotes sustainable environmental practices that are utilized by a diverse group of business, industry, and non-profit operations.

DEPARTMENT OF PUBLIC SAFETY



Department of Public Safety

FY 2004-05 Budget: \$220.1 million

Number of Personnel: 1,266

Major Functions: To address public safety by providing technical assistance on law enforcement matters to state and local governmental agencies and by enforcing state laws relating to public safety.

Law Enforcement

Colorado Bureau of Investigation. The Colorado Bureau of Investigation (CBI) maintains a statewide criminal identification system which includes the automated processing of fingerprint cards submitted by local law enforcement agencies and state agencies. The bureau is also responsible for a statewide uniform crime reporting system and the Colorado Crime Information Center (CCIC), which provides local law enforcement agencies with a computerized program to locate fugitives, missing persons, and lost, stolen, or recovered property. The CBI coordinates the Amber Alert program with local law enforcement agencies and media broadcasters. The bureau is also responsible for maintaining and distributing missing children reports, compiling and disseminating statistics, and conducting a regular comparison of missing children reports with Colorado school enrollment data. The CBI conducts background checks on people before they purchase a firearm from a federal firearms licensee and prior to issuance of a concealed weapons permit.

The bureau provides state law enforcement agencies with technical services such as the analysis of physical evidence recovered during criminal investigations. Upon request from local police agency officials, the bureau assists in the investigation of crime and in the enforcement of criminal laws. The CBI also assists district attorneys in preparing for the prosecution of cases in which the CBI has participated; investigates organized crime activities that transcend local jurisdictions; and investigates other suspected criminal activity when

directed by the Governor. The bureau has offices and laboratories in Denver, Pueblo, and Montrose.

Colorado State Patrol. The Colorado State Patrol is responsible for enforcing all state laws relating to motor vehicles and highway safety. The patrol's duties include establishing an index of stolen and recovered vehicles; dealing with abandoned vehicles; serving warrants; making arrests; enforcing criminal law as it relates to highways; assisting motorists; presenting safety and educational programs; providing executive and legislative security; improving motor carrier safety; stopping vehicles to examine permits for carrying livestock; routing hazardous materials; and enforcing regulations relating to the transportation of hazardous and nuclear materials.

Research

Division of Criminal Justice. The division consists of eight program units, one partnership office (Colorado Regional Community Policing Institute), and an administration unit.

The *Office of Research and Statistics* is responsible for major research projects, including state prison population projections.

The *Office of Community Corrections* provides funding to support alternatives to prison for felony offenders. The program involves allocating funds to local boards appointed by county

commissioners who subcontract with public or private agencies to provide program services at 36 community corrections programs statewide.

The *Office of Drug Control and System Improvement* acts as the planning agency for the receipt and administration of federal funds from the U.S. Department of Justice. The unit provides training and technical assistance to improve public safety and manages grants to criminal justice agencies that seek to reduce crime and drug abuse and improve the criminal justice system.

The *Office for Victims Programs* is committed to the physical and emotional recovery of crime victims and to restoring victims' confidence in the criminal justice system. The unit also administers three federal grant programs: Victims Compensation, victim assistance through the Victims of Crime Act (VOCA), and Stop Violence Against Women Act (VAWA). It also administers the state VALE (Victim Assistance and Law Enforcement) grant program.

The *Office of Juvenile Justice* administers the Juvenile Diversion Program and provides grants, training, and technical assistance to Colorado communities attempting to reduce delinquency and improve placement options for accused and adjudicated juvenile offenders. Juvenile diversion programs serve youth when they are charged with a crime or adjudicated or committed to state institutions.

The *Colorado Regional Community Policing Institute* is responsible for increasing community participation in community policing practices by creating associations among citizens, law enforcement, and local governments in Colorado. The institute seeks to identify long-term state and local government roles that support community policing, provide community policing training to law enforcement and citizens, examine methods to engage law enforcement management, and help citizens understand their role in community policing.

The *Colorado Police Corps Program* addresses violent crime by helping law enforcement agencies to increase the number of officers with advanced education and training assigned to community patrol. The program offers tuition reimbursement for students in bachelor and graduate degree programs. Participants must serve four years on community patrol with a participating law enforcement agency in Colorado.

The *Office of Domestic Violence and Sex Offender Management* supports the Domestic Violence Management and Sex Offender Management boards in developing standardized procedures for the evaluation, treatment, and monitoring of domestic violence and sex offenders.

Public Safety

Office of Preparedness, Security and Fire Safety. The office promotes prevention, preparedness, communications, and counter terrorism intelligence sharing capabilities with other organizations in the public and private sectors to enhance the Colorado crisis management structure and help combat domestic and international terrorism. Accordingly, the office coordinates planning, response, and training efforts in Colorado in response to terrorist threats. In addition, the office seeks federal funding to provide the resources necessary to administer Colorado's homeland security efforts.

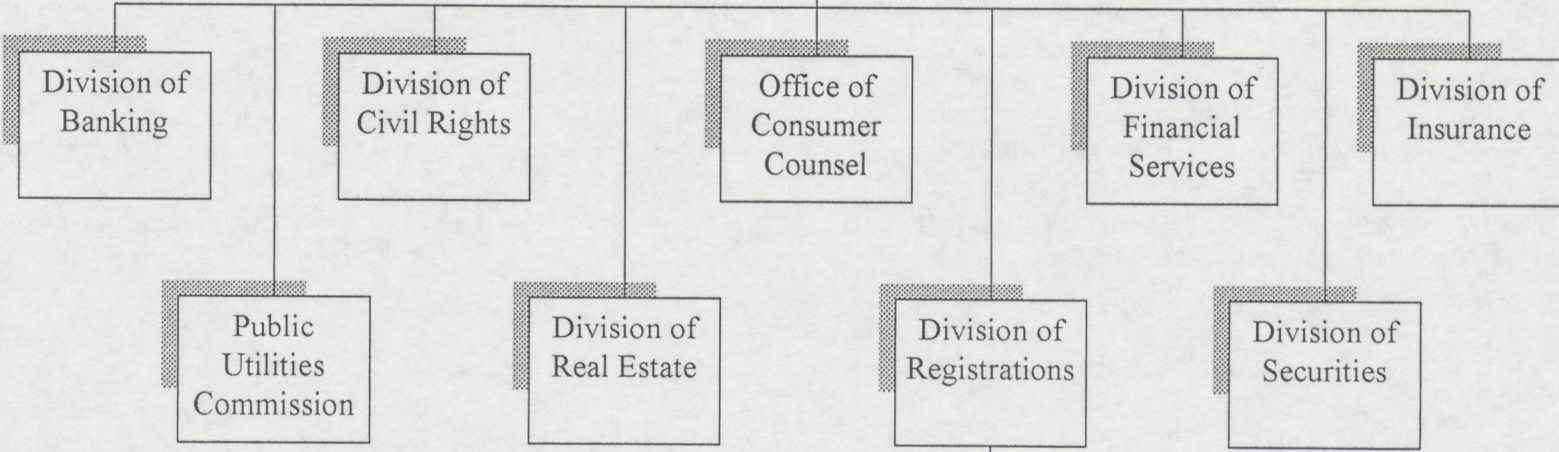
Division of Fire Safety. The division helps define and develop solutions to fire safety problems that are common to local, state, and federal government units. The division also advises the Governor and the General Assembly regarding fire safety problems in the state. This division is responsible for promoting coordination between state and local governments charged with the prevention of, protection from, and investigation of fires; administering a statewide system for reporting fire-related incidents and making firefighting resources available; and providing emergency medical services. In addition, the division serves as an information clearinghouse on fire safety and provides technical

assistance to local governments concerning fire safety, including safety issues surrounding fireworks and the handling of hazardous materials. The division is also charged with preparing a statewide mobilization plan to allocate resources for large-scale, multi-jurisdictional disasters not related to terrorism.

The division is responsible for several statutory programs including: (1) a fire service education and training program; (2) a voluntary certification program for firefighters and first responders; (3) a voluntary certification program for hazardous materials responders; (4) regulating the fire suppression system industry and certifying fire suppression system inspectors through the fire suppression program; (5) regulating the importation, exportation, wholesale and retail sale and the use of fireworks under the Colorado Fireworks Act; and (6) establishing and enforcing minimum standards of fire and life safety in gaming establishments under the Colorado Limited Gaming Act.

DEPARTMENT OF REGULATORY AGENCIES

Executive Director
24-34-101



Oversight Boards and Professions Licensed by the Division of Registrations

- | | | |
|---------------------------------|-----------------------------|-------------------------|
| Accountancy | Engineering/Land Surveying | Pharmacy |
| Acupuncture | Lay Midwifery | Physical Therapy |
| Alcohol & Drug Abuse Counselors | Marriage/Family Therapy | Plumbing |
| Architects | Medical Examiners | Podiatry |
| Audiology | Mental Health (Grievances) | Professional Counseling |
| Barbers/Cosmetology | Nursing | Psychology |
| Boxing | Nursing Home Administration | Respiratory Therapy |
| Chiropractic | Optometry | Social Work |
| Dental | Outfitting | Veterinary Medicine |
| Electrical | Passenger Tramway Safety | |

Department of Regulatory Agencies

FY 2004-05 Budget: \$65 million

Number of Personnel: 520

Major Functions: To examine, license, and regulate various businesses, occupations, and professions throughout Colorado in the least restrictive and most effective manner.

The Department of Regulatory Agencies (DORA) consists of nine divisions and offices. In addition, the Office of Policy Research/Regulatory Reform is located within the Office of the Executive Director, along with the department's management offices. The divisions are generally self-funded through fees and assessments of the regulated individuals, professions, and industries, with the exception of the Division of Civil Rights, which receives General Fund moneys.

Executive Director's Office

The department's management functions are coordinated in the Executive Director's Office. The Office of Policy, Research, and Regulatory Reform is located within this office.

Office of Policy, Research, and Regulatory Reform (OPRRR). The OPRRR is the research arm of the department. The department is statutorily directed to conduct sunrise and sunset reviews. Sunrise is an evaluation of new proposals seeking regulation of a profession, while sunset is a review of state agencies and advisory committees conducted every 5 to 15 years to determine the need for continued regulation. The office recommends new regulation, improvement of existing programs, or elimination of unnecessary programs. The executive director submits the department's findings and recommendations to the General Assembly. In addition this office

reviews proposed rules that state agencies have filed with the Secretary of State. An analysis is done on the proposed rule to determine the proposed rule's impact on economic competitiveness, job creation, and small businesses.

Regulatory Divisions

Division of Banking and the Colorado State Banking Board.

The division regulates state-chartered commercial banks, trust companies, industrial banks, money order companies, money transmitters, and foreign capital depositories. It charters and licenses financial institutions, issues rules and regulations affecting regulated institutions, conducts examinations of state-chartered institutions and licensees, closes state-chartered institutions when necessary, enforces the Public Deposit Protection Act, and works closely with the Federal Reserve Bank and with the Federal Deposit Insurance Corporation. The Colorado State Banking Board is a nine-member panel charged with the policy and rule-making authority for the division.

Civil Rights Division and the Colorado Civil Rights

Commission. The division administers and enforces Colorado's civil rights laws in employment, housing, and public accommodations on the basis of race, sex, national origin, ancestry, physical or mental disability, religion, color, and marital status (housing and public accommodations only). The seven-member commission formulates

policy and hears appeals in discrimination cases.

Office of Consumer Counsel and the Utility Consumers' Board. The Office of Consumer Counsel (OCC) represents the interests of residential, small business, and agricultural consumers before the Public Utilities Commission, certain federal agencies (such as the Federal Communications Commission), and in the courts on appeal. The OCC is Colorado's consumer advocate in electric, gas, and telecommunications utility rate and rule making matters. The eleven-member Utility Consumers' Board gives policy guidance to the OCC.

Financial Services Division and the Financial Services Board. The division examines and supervises state-chartered credit unions and savings and loan associations in order to evaluate financial soundness and compliance with applicable laws and regulations. The division also approves new charters for and mergers of the financial institutions under its jurisdiction. The division enforces the Public Deposit Protection Act for savings and loans and oversees financial activities of life care institutions providing long-term residence and care for the elderly. The five-member Financial Services Board is the policy-making and rule-making authority for the division.

Insurance Division. The division regulates traditional insurance entities, including automobile, homeowners, life, health, and workers' compensation insurers. It also regulates health maintenance organizations (HMOs), preneed funeral companies, bail bond companies, fraternal benefit societies, captive insurers, and self-insurance pools.

Public Utilities Commission (PUC). The three-member PUC is charged with assuring that the public receives safe and reliable utility services at affordable prices and that providers have the opportunity to receive reasonable returns on their investments. The commission's regulatory responsibilities include local telecommunication service providers, long-distance operator service and providers, investor-owned electric, gas, and water utilities, wholesale municipal utilities, electric

associations, gas pipeline inspection units, railroad and motor carrier utilities, railroad corporations, and public railroad-highway grade crossings.

Division of Real Estate, the Real Estate Commission, and the Board of Real Estate Appraisers. The division licenses and disciplines real estate salespersons and brokers, regulates earnest money deposits and escrow and trust funds, administers the Real Estate Recovery Fund, regulates time-share projects sold in Colorado and developers of subdivisions consisting of 20 or more residential sites, and administers the errors and omissions insurance program. The five-member Real Estate Commission conducts rule-making hearings, makes policy decisions, considers licensing matters, reviews complaints and takes disciplinary action against licensees. The seven-member Board of Real Estate Appraisers has authority over rule-making and enforcement.

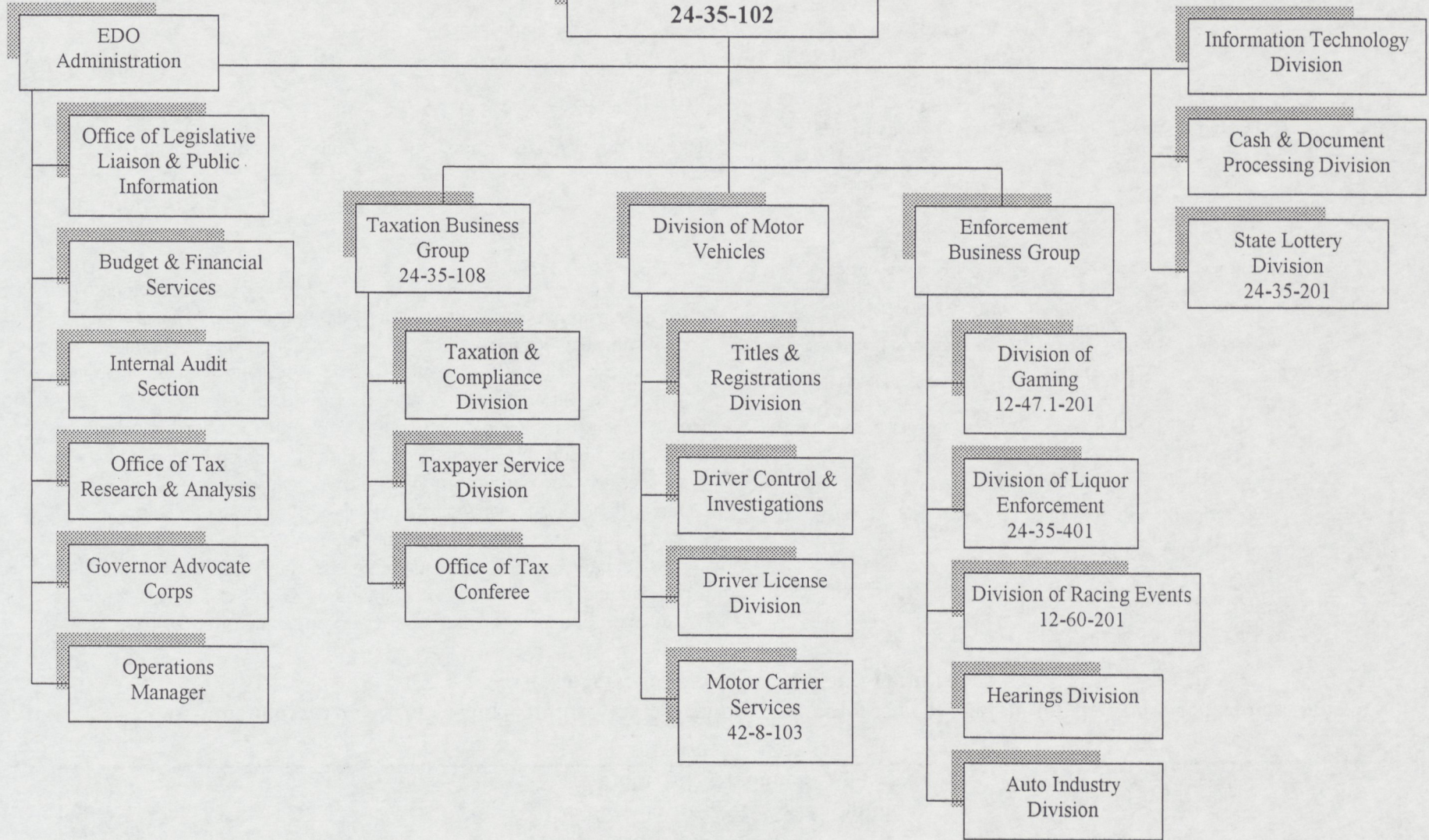
Division of Registrations. The division identifies and licenses qualified practitioners, facilities, programs, and equipment. It also conducts investigations and inspections to ensure compliance with generally accepted standards of practice, conduct, or safety; restricts, suspends, or revokes licenses when generally accepted standards of practice, conduct, or safety are not met; and administers the regulatory programs. The division oversees the following occupations and professions: accountants, acupuncturists, alcohol and drug abuse counselors, architects, audiologists and hearing aid providers, barbers and cosmetologists, boxing, chiropractors, cosmetologists, dentists and dental hygienists, electricians, engineers and land surveyors, marriage and family therapists, midwives, nurses and nurse aides, nursing home administrators, optometrists, outfitters, passenger tramways, pharmacists, physical therapists, physicians and physician assistants, plumbers, podiatrists, professional counselors, psychologists, respiratory therapists, social workers, and veterinarians.

Division of Securities and the Colorado Securities Board. The division licenses stockbrokers and investment advisers and the firms that employ them, registers securities and reviews exemption

filings, investigates complaints and potential violations of the securities law, and monitors broker-dealer activities and investment sales promotions. It also performs on-site broker-dealer examinations of NASD members, intrastate securities brokerage firms, state-based investment advisers, and financial planners; administers and enforces the Colorado Commodity Code; and regulates and monitors the issuance of certain Colorado municipal bonds and the operations of local government investment pool trust funds. The five-member Securities Board provides oversight for the Securities Commissioner.

DEPARTMENT OF REVENUE

Executive Director
24-35-102



Department of Revenue

FY 2004-05 Budget: \$523.4 million

Number of Personnel: 1,449

Major Functions: To provide a single unified tax collection and enforcement system for the state, collect fees and assessments, and issue licenses and permits.

The department enforces tax laws and alcoholic beverage laws, operates the state's lottery, regulates the state's limited gaming and racing activities, and administers and enforces motor vehicle laws for driver licensing, motor vehicle emissions inspection, and driver improvement. In addition, the department's office of tax research and analysis provides analysis, research, and information on tax issues for the department and state and local policymakers. The department also maintains a Governor Advocate Corps office that helps citizens address concerns and obtain information related to state government. Finally, the department assists two boards, one which licenses automobile dealers and a second which serves as an advisor to the department on medical criteria and vision standards relating to the licensing of automobile drivers.

Taxation Group

The department administers the following taxes, fees, and licenses:

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| <ul style="list-style-type: none"> • Income Taxes <ul style="list-style-type: none"> Corporate Fiduciary (Estates and Trusts) Individual Income | <ul style="list-style-type: none"> • Sales/Use Taxes <ul style="list-style-type: none"> State Sales/Use Taxes RTD Sales/Use Taxes Cultural and Scientific District Sales/Use Taxes |
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| <ul style="list-style-type: none"> • Withholding Partnerships • Severance Taxes • Cigarette and Tobacco Products Taxes • County Local Improvement Tax • Gasoline and Special Fuel Taxes <ul style="list-style-type: none"> Gasoline Taxes Special Fuel Taxes Colorado International Fuel Tax Agreement Aviation Fuel Tax Environmental Response Surcharge • Estate, Inheritance and Gift Taxes Program • CFC Surcharge • Mass Transit System Tax • Short-term Rental Tax | <ul style="list-style-type: none"> • Denver Metro Major League Baseball Stadium District Sales Tax • City and County Sales Taxes • County Lodging Tax • Liquor Excise Taxes • PUC Fixed Utility Fees • Trade Name Registrations • Mineral Audit Program • Food Service Establishment Licenses • Colorado International Registration • Passenger Mile Tax • Para-Mutuel Wagering Taxes • Waste Tire Disposal Fee |
|---|---|

Taxpayer Service Division. This division promotes voluntary compliance with tax laws through education and taxpayer assistance.

The division provides access to the department through phones, Internet and personal interaction in Denver and in five district offices throughout the state. The division provides seminars and newsletters designed to inform and assist the taxpayer and reviews tax returns and assists taxpayers. It also issues licenses and permits, processes tax forms and requests for refunds, resolves taxpayer problems, and intercepts income tax refunds for payment of debts owed to state agencies and the federal government.

Field Audit Section. This section is responsible for the enforcement of the state's tax laws through auditing tax accounts and assessing unpaid taxes. It is also responsible for collection activities by contacting delinquent taxpayers, executing distraint warrants, seizing and selling property, and garnishing wages and other assets. The division also resolves taxpayer protests associated with delinquent billing notices. In addition, the division is responsible for conducting criminal tax investigations and referring cases to the Attorney General's Office for prosecution.

Tax Conferee Section. This section's primary function is to resolve protests brought by taxpayers regarding tax adjustments made by the department. The tax conferee staff participates in informal negotiations with taxpayers and also in formal hearings before the executive director and in court trials.

Division of Motor Vehicles

The Division of Motor Vehicles is composed of the Titles and Registrations, Driver Control and Investigations, Driver License, and Motor Carrier Services sections.

The *Titles and Registrations, Driver Control and Investigations, and Driver License Sections* administer the state's motor vehicle laws including driver licensing, accident reporting, record maintenance, investigation of vehicle and driver documentation fraud, information services, voter registration, and titling and

registration of motor vehicles. In addition, the divisions are responsible for licensing and regulating occupational driving schools, commercial drivers, motor vehicle dealers and salesmen, and emissions stations and inspection personnel. The division operates 39 state driver license offices statewide and 1 renew-by-mail office. In addition, there are 18 driver license offices operated by county governments for the department. County offices primarily provide renewals of regular, noncommercial, driver licenses.

Motor Carrier Services performs a number of control, enforcement, collection, and inspection functions that involve commercial vehicles, the trucking industry, commercial haulers, vehicles operating on highways, livestock health inspections, and vehicle safety standards. It is also involved in the permitting system for the transportation of hazardous materials. Motor Carrier Services is composed of the Ports of Entry, International Registration Plan, and Fuel Tax Sections.

The *International Registration Plan (IRP)* registration reciprocity agreement among the states of the United States and provinces of Canada provides for payment of interstate vehicle license fees and ownership taxes on the basis of fleet miles operated in various jurisdictions. The IRP section administers the provisions of this plan which includes the receipt, collection, and distribution of apportioned and prorated fees.

The *Fuel Tax Section* is responsible for administering Colorado's fuel tax laws by providing training and information, issuing licenses and decals, maintaining accounts, analyzing refunds, and distributing funds for both the state and international fuel programs.

Motor Carrier Services operates ten ports of entry throughout the state as well as ten mobile units.

Enforcement Group

Liquor /Tobacco Division. This division administers the state Beer Code, Liquor Code, and special events codes. The division's duties include licensing all alcohol manufacturers, importers, wholesalers, and retailers; investigating violations of the alcoholic beverage laws and taking enforcement actions where necessary to insure statewide uniform compliance; and educating the liquor industry, the public, and local government concerning the requirements of the laws. The division has been designated as the state agency responsible for enforcing Colorado's tobacco underage use laws. In addition to its main office in Denver, the division maintains four field offices. All division investigators have the power of peace officers.

Gaming Division and Colorado Limited Gaming Control Commission. In November 1990, Colorado voters approved a constitutional amendment allowing limited stakes gaming in the three mountain towns of Cripple Creek, Central City, and Black Hawk. This division and commission are responsible for the regulation of limited stakes gaming in the state. Duties include investigating applicants for limited gaming licenses and monitoring license holders for wrongdoing, such as hidden ownership interests and organized crime involvement. All division investigators have the powers of peace officers.

The Limited Gaming Control Commission promulgates all the rules and regulations concerning limited stakes gaming in Colorado. The commission also has final authority over all gaming licenses issued in the state.

Racing Division and Colorado Racing Commission. This division and commission are responsible for licensing, regulating, and supervising all race meets with pari-mutuel wagering in which horses or greyhounds participate. This duty includes: licensing of individuals involved in races; licensing of race tracks; allocating race days among race tracks; testing animals for drugs; investigating complaints of illegal wagering activity and racing animal abuse; and monitoring legal

wagering activity, including off-track betting. All division investigators have the power of peace officers.

The Colorado Racing Commission promulgates all the rules and regulations concerning greyhound and horse racing in Colorado. The commission also has final authority over all racing licenses issued in the state.

Auto Industry Division. This division is responsible for the licensing and regulation of motor vehicle dealers, wholesalers, wholesale auto auctions, and salespersons. Duties of the division include processing license applications and fees, providing educational services, conducting compliance audits, working with consumers and dealers to resolve complaints, and investigating criminal complaints. The division also issues licenses to motor vehicle manufacturers, distributors, manufacturer representatives, and buyer agents.

Administration

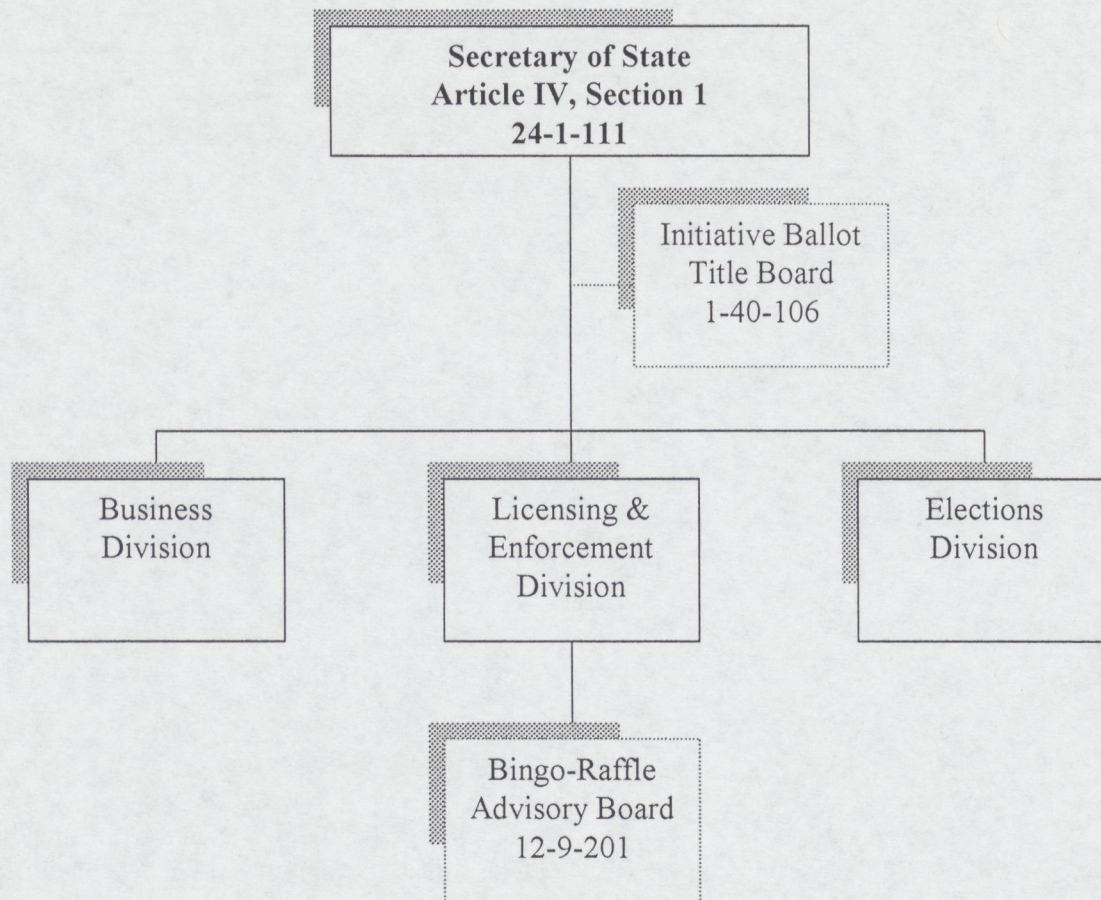
Information Technology Division. The Information Technology Division (ITD) encompasses support for the department's centralized databases, data communication infrastructure, centralized print operations, and scheduling of all mainframe production applications. ITD also coordinates CSTARS (Colorado State Titling and Registration System), which is the state's system for automating and tracking motor vehicle registrations and titles.

Cash and Document Processing Division. This division processes checks and documents related to the payment of taxes, fees, licenses and other transactions required by statute. It also provides department-wide support services for document management (records management, graphics, forms, and outgoing mail), telecommunications and facilities management.

Lottery Division and Colorado Lottery Commission. This division is charged with administering the state lottery. The

commission is the policy-making body with authority to promulgate rules and regulations concerning the operation of the lottery. The division is designated as an enterprise for purposes of Section 20 of Article X of the state constitution (TABOR). Funds generated from the lottery are constitutionally dedicated to benefit Great Outdoors Colorado, the State Division of Parks and Outdoor Recreation and the Conservation Trust Fund, from which funds are distributed to cities, towns, counties and special districts for parks, recreation, and open space purposes. The division is headquartered in Pueblo, with a total of four offices located throughout the state.

DEPARTMENT OF STATE



Department of State

FY 2004-05 Budget: \$22.2 million

Number of Personnel: 128

Major Functions: To accept business filings and approve business incorporations; perform licensing functions; administer election activities; and serve as a depository for records including those of public agencies and officials.

The major departmental functions of the office of the Secretary of State include supervision and administration of the Colorado Corporations Code, the Colorado Election Code, the Fair Campaign Practices Act, the public official disclosure law, the governmental ethics law, the Uniform Commercial Code, the bingo and raffles law, the Uniform Limited Partnership Act, limited liability companies, and commissioning of notaries public. In addition, the department serves as the depository for many official records and documents of state government.

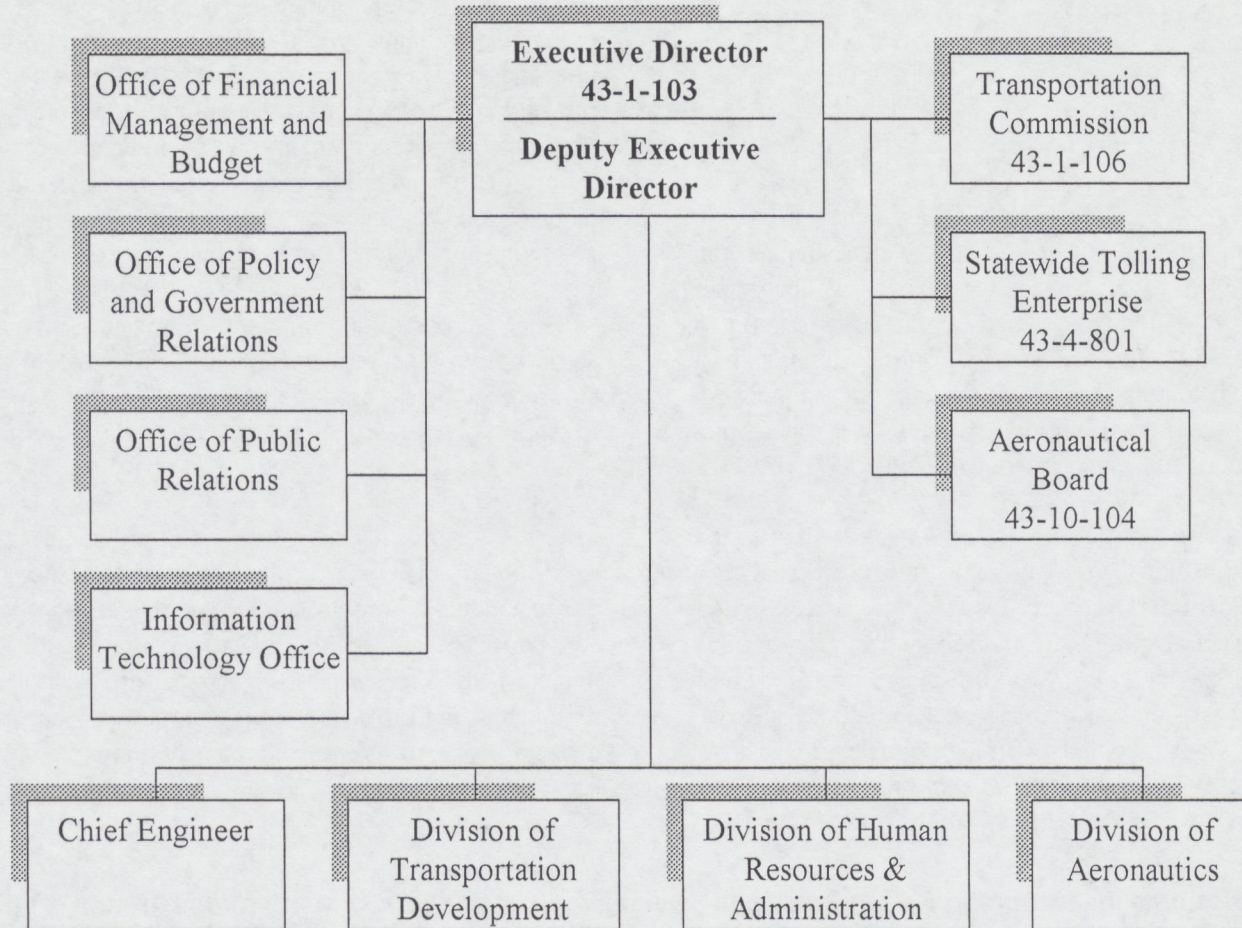
Initiative Ballot Title Board. This board sets titles of initiatives for the ballot. This three-member board is composed of the Director of the Office of Legislative Legal Services, the Attorney General, and the Secretary of State, who is the chairperson.

Business Division. The Business Division administers state law pertaining to business and nonprofit entities, professional companies, unincorporated associations, business names, trade names, and trademarks. It files documents and maintains records regarding these filings, makes this information accessible to the public, and provides public assistance and education. Also, the Business Division performs the duties of the Central Filing Officer in filing, indexing, and searching Uniform Commercial Code financing statements, security interests in farm products, and other miscellaneous lien records such as federal tax liens, hospital liens, agistor's liens, child support liens, and railroad equipment liens.

Elections Division. The Secretary of State is the chief election official for the state. This division administers the state Election Code, the Fair Campaign Practices Act, the lobbyist registration law, and the public official disclosure law, and maintains the state's master voter registration list. Its primary function is to protect the public from the consequences of improper elections by validating the procedures used, verifying the candidates and issues appearing on the ballots, and certifying the election results.

Licensing Division. The division administers the state's bingo and raffles law and the Colorado Charitable Solicitations Act. The division also administers the Notary Public Act, and is responsible for issuing notary public commissions and for accepting and filing changes of notary addresses and names. In addition, it receives and files rule-making notices and proposed and adopted rules and regulations of state departments and is responsible for the monthly publication of these notices and rules and regulations.

DEPARTMENT OF TRANSPORTATION



Department of Transportation

FY 2004-05 Budget: \$917.4 million

Number of Personnel: 3,301

Major Functions: To coordinate various modes of transportation in the state and manage and supervise the state highway system.

Transportation Commission. An eleven-member body appointed by the Governor, the commission allocates the department's funds and is the policymaking entity for most of the divisions within the department. The commission is charged with determining the transportation needs of the state and formulating rules and regulations concerning the construction and maintenance of public highways and other transportation systems.

Office of the Chief Engineer. The office is responsible for the development of the state's roadways, including all construction and maintenance activities on Colorado's highways, bridge and highway design, environmental review and compliance, construction management, materials testing, and traffic engineering. The office develops and implements standardized highway maintenance plans and maintenance training programs, and performs inspections statewide to ensure uniform maintenance practices. The office also conducts speed zone and accident studies.

Division of Transportation Development. The division administers transportation planning statewide. Planning is conducted for highway transportation, rail, mass transit, and bicycle/pedestrian traffic. The division also collects transportation data and conducts research.

Aeronautical Board and Aeronautics Division. This seven-member board is charged with developing policies which promote the growth of aviation in the state and with supervising the Aeronautics

Division. The division collects data concerning aircraft use in the state, promotes aviation safety, and develops the state aviation systems plan. The authority of the division is limited to certain types of airports, including public and commercial service airports.

Statewide Tolling Enterprise. The Statewide Tolling Enterprise acts as a government-owned business within the Department of Transportation. The Transportation Commission serves as the board of the Statewide Tolling Enterprise, whose mission is to create and maintain additional highway capacity through the financing, construction, operation, regulation, and maintenance of a statewide system of toll highways.

DEPARTMENT OF TREASURY

State Treasurer
Article IV, Section 1
24-36-101

Deputy
Treasurer

Cash Management

Accounting Section

Investment Section

Unclaimed Property
Program
38-13-101

Department of Treasury

FY 2004-05 Budget: \$268.3 million

Number of Personnel: 26

Major Functions: To deposit, manage, and invest state money and pay warrants.

The Department of Treasury provides cash management, banking, and investment services for all state funds deposited with the treasury. The moneys received by the State Treasurer include various taxes, licenses, fees, permits, tuition, rentals, receipts from the sale of property, and lottery revenue. The U.S. Secretary of the Treasury transmits certain moneys into the custody of the treasurer for transfer to local governmental entities. These include moneys received under federal flood control, oil leasing, forestry, grazing, and rehabilitation programs. The treasurer also is responsible for paying warrants drawn on the treasury by the state controller.

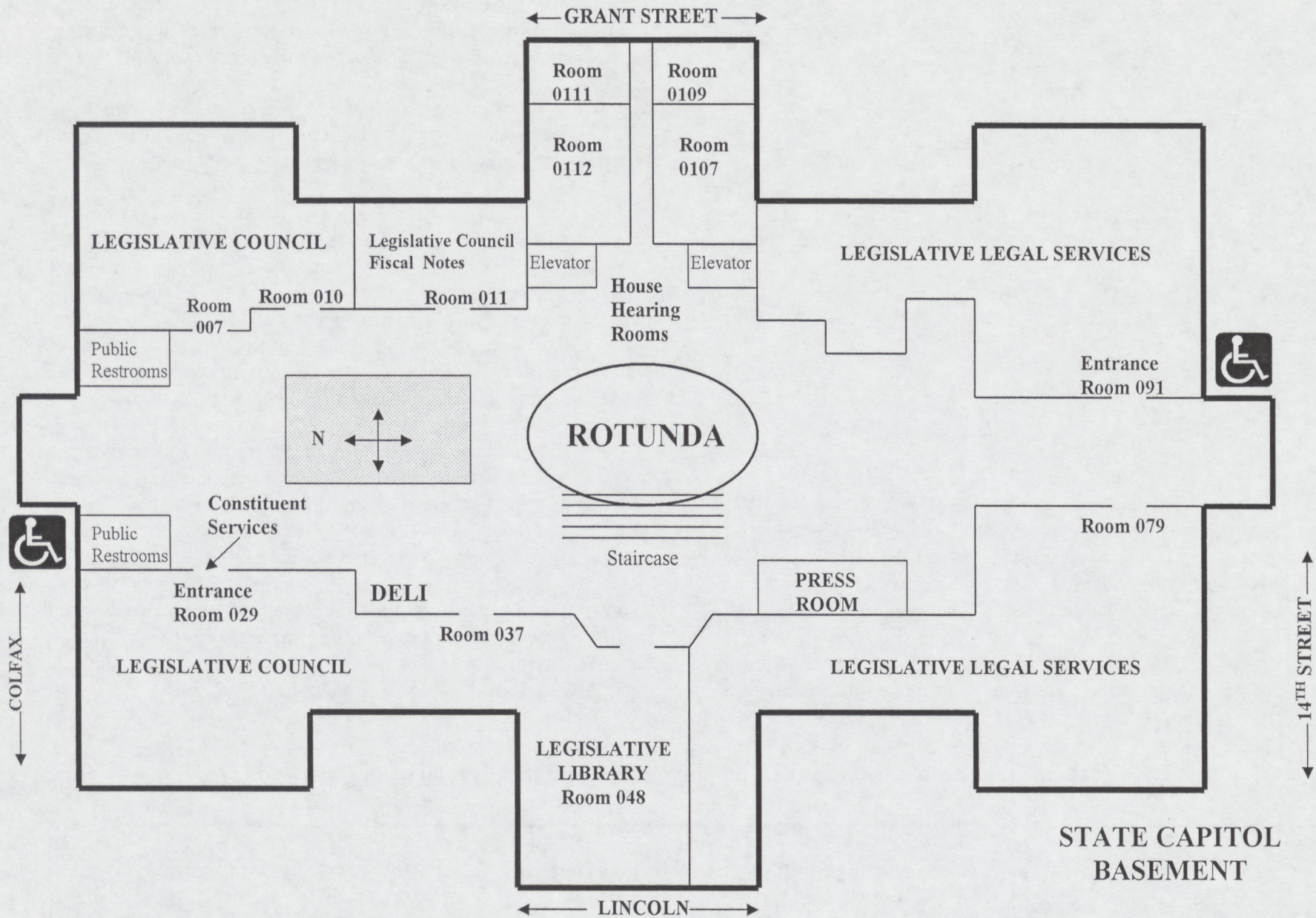
Accounting Section. This section provides the cash processing oversight for the state, which involves the receipting, recording, and reconciliation of state moneys. In addition, the accounting section is responsible for the apportionment of the Highway Users Tax Fund (HUTF) and the monthly allocation of interest revenue to state agencies. The section also administers the Elderly Property Tax Deferral Program, which pays the property taxes of qualified elderly property owners.

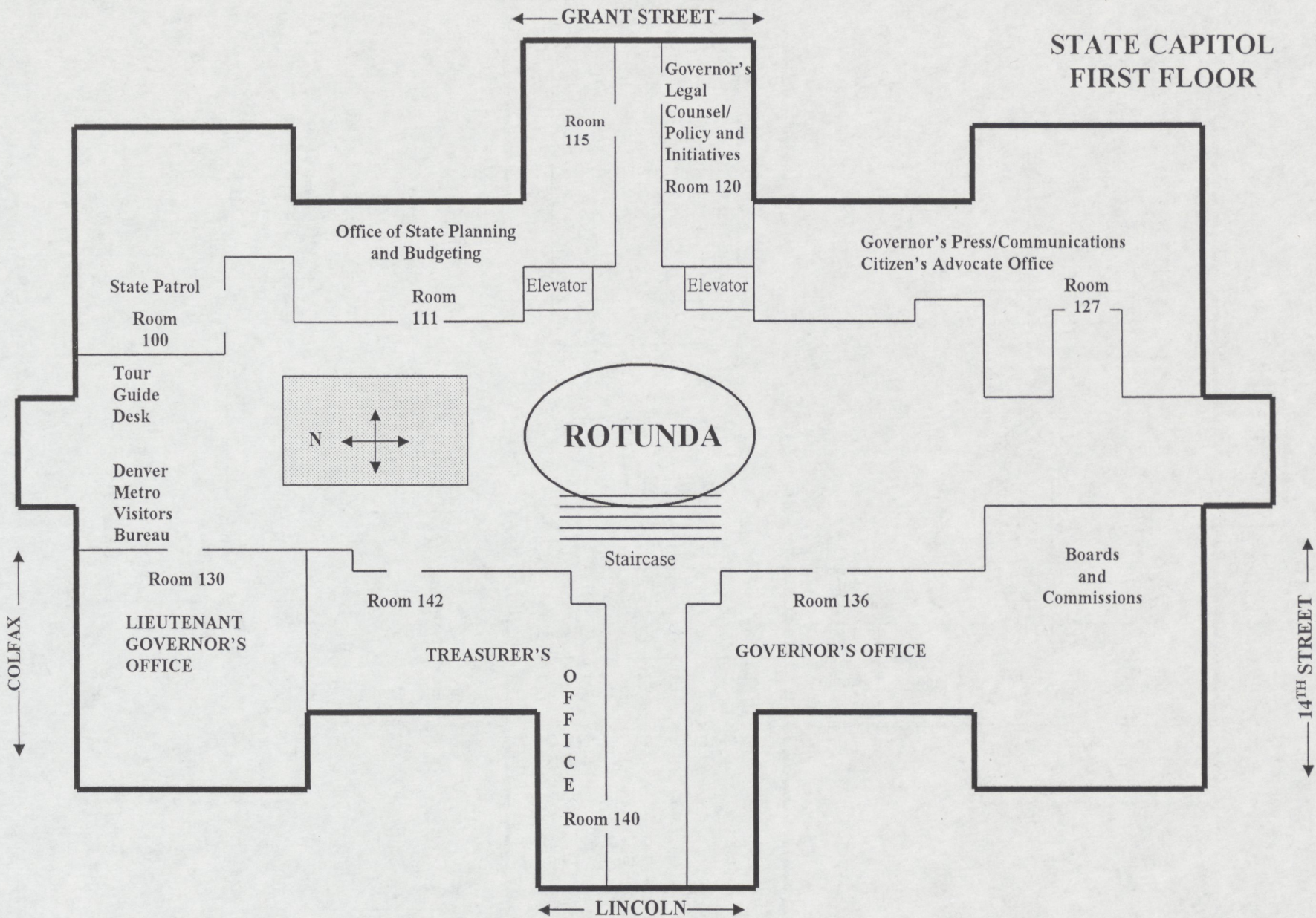
Investment Section. This section is charged with obtaining the highest possible interest earnings on investable funds for the state within the parameters of legality, safety, and liquidity.

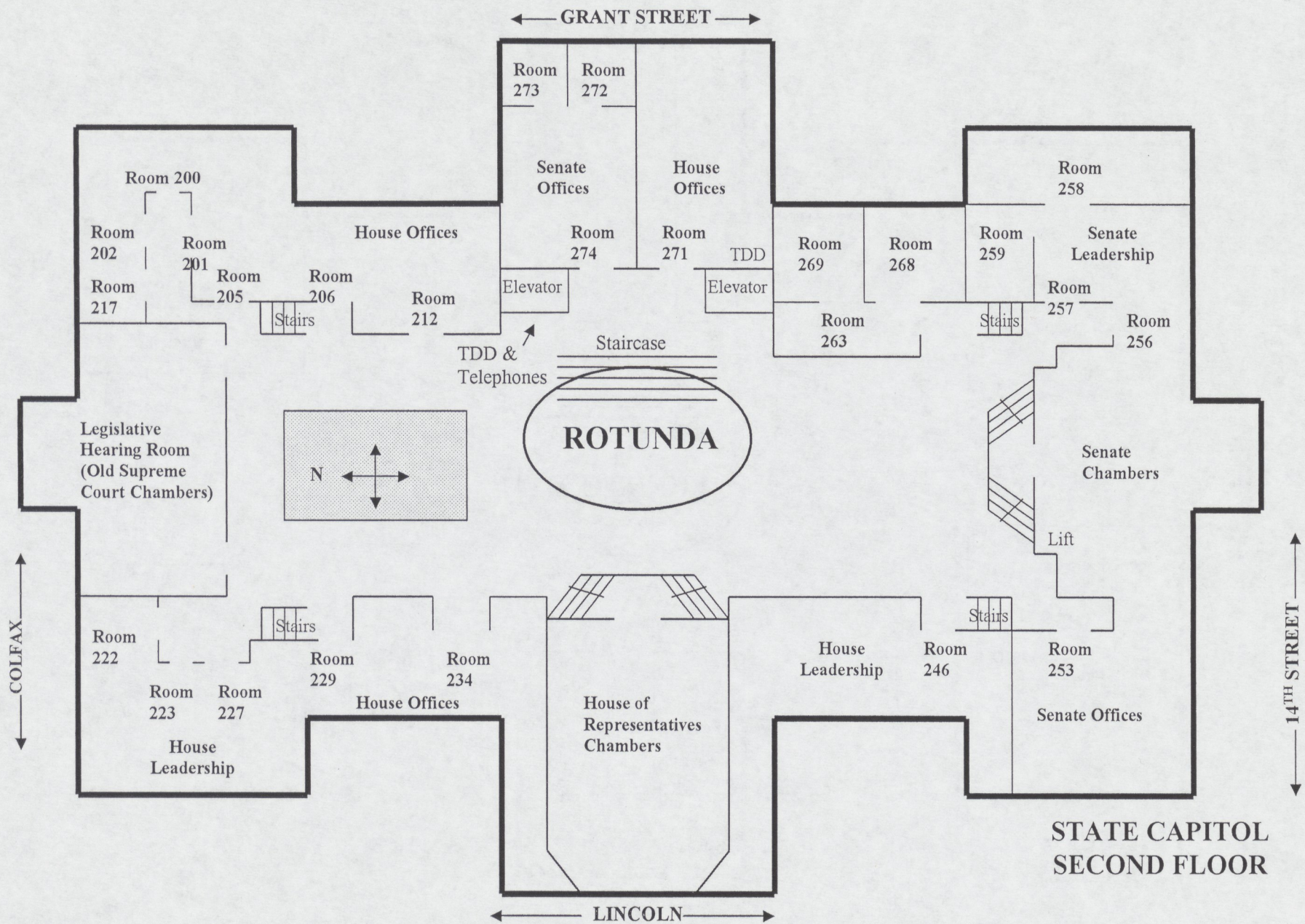
Unclaimed Property Program. This program administers the Unclaimed Property Act and locates lost, abandoned, or unclaimed property and returns it to rightful owners. All companies and financial

institutions report and remit all unclaimed moneys, securities, and safe deposit box contents to the treasury.

Cash Management. Cash Management includes promoting the efficient processing of state receipts and disbursements, maintaining effective banking relationships, implementing the federal Cash Management Improvement Act, and providing cash management assistance to state agencies and local governments.

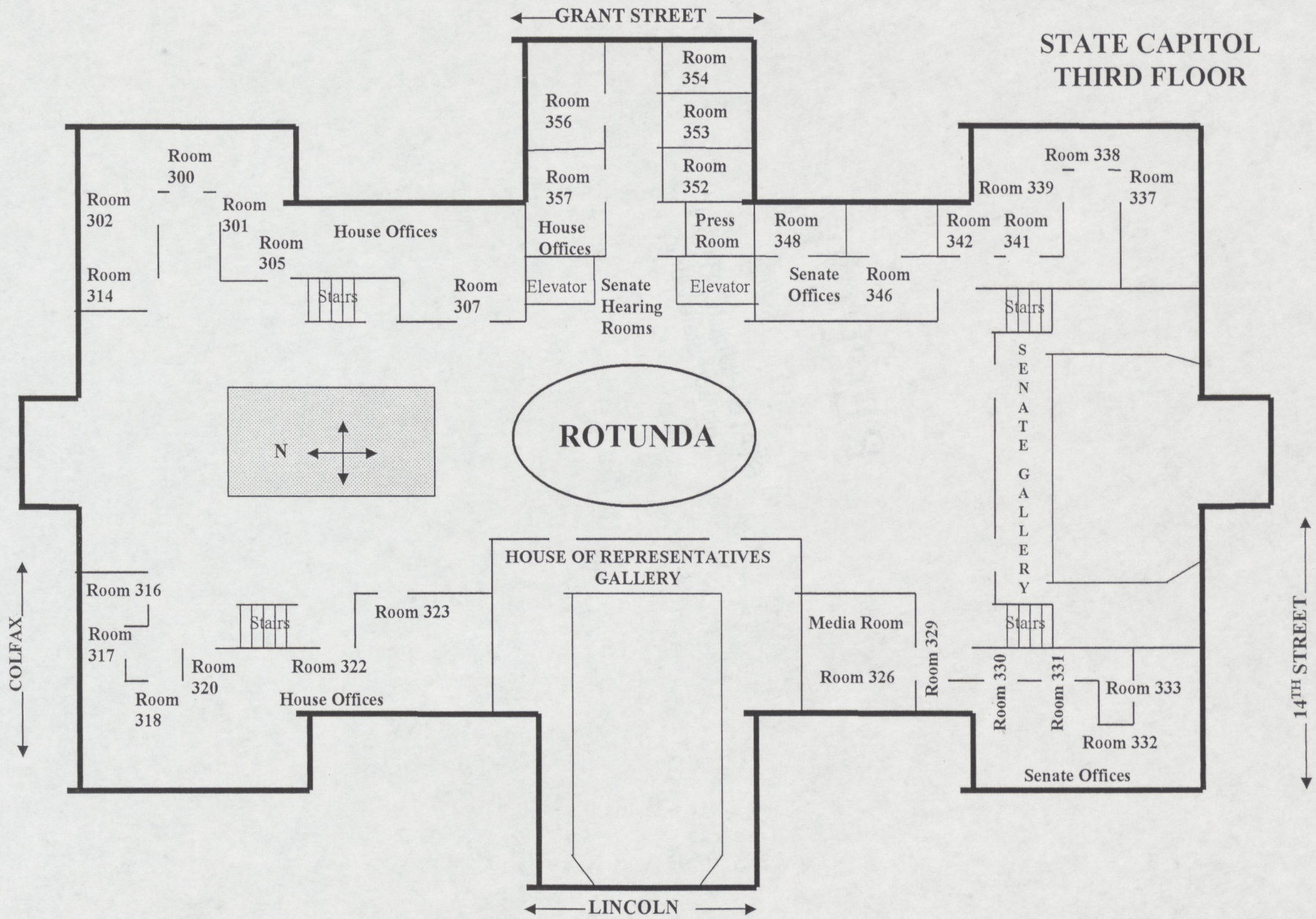






**STATE CAPITOL
SECOND FLOOR**

STATE CAPITOL
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