Governor's Office
Strategic Plan

Governor's Office
75.4 FTE

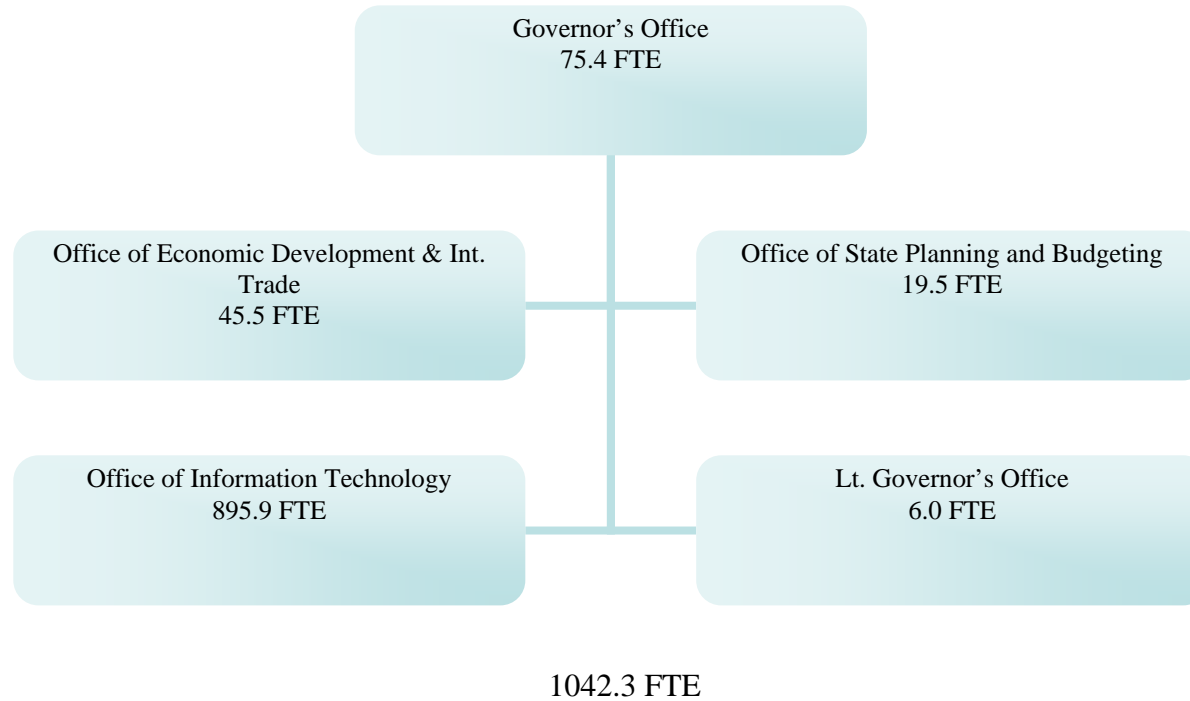|	
Office of Economic Development & Int. Trade 45.5 FTE	Office of State Planning and Budgeting 19.5 FTE
Office of Information Technology 895.9 FTE	Lt. Governor's Office 6.0 FTE

1042.3 FTE

FY2010-11 Totals $201,344,214-TF $11,291,137-GF $26,031,709-CF $130,811,782-Re-appropriated $33,209,586-FF

The Governor's Offices are comprised of seven programs: the Office of the Governor, the Lieutenant Governor's Office, the Office of State Planning and Budgeting, the Office of Economic Development and International Trade, the Office of Information Technology (includes the Office of the Chief Information Security Officer), the Office of Homeland Security and the Governor's Energy Office.

GOVERNOR'S OFFICE

THE OFFICE OF THE GOVERNOR

The Governor strives to deliver efficient services to Colorado citizens. The Office of the Governor works to increase coordination of agency operations and program management in the executive branch. The Office also acts as a liaison with local governments, with the legislative and judicial branches of state government, and with the federal government and otherwise executes the executive power of the State. The Office is responsible for ensuring the appointment of the highest quality candidates and the most inclusive participation on the State's boards and commissions. The Governor's Office assists citizens with concerns, grievances, and inquiries about state government. The Office must ensure that the Governor is able to promptly and thoroughly communicate with the people of Colorado. Lastly, the Office is responsible for assuring that all of its actions are in compliance with the law and of the highest ethical standards.

MISSION STATEMENT

The Governor ensures that the laws of the State of Colorado are faithfully executed. As Chief Executive, the Governor exercises supervision over and management of the departments of the executive branch.

VISION STATEMENT

The Governor's Office endeavors to expand opportunities for all Coloradans through sound public policy to create a better Colorado.

KEY TRENDS

The greatest challenge for the Governor's Office this past year has continued to be dealing with the state's fiscal situation. The effect of the state's economy on the state budget has resulting in significant budget reductions to maintain balanced FY09 - FY12 budgets.

GOVERNOR'S OFFICE PERFORMANCE MEASURES

Performance measure summaries are listed below.

THE OFFICE OF THE LIEUTENANT GOVERNOR

The Office of the Lieutenant Governor fulfills its obligations to the citizens of Colorado as outlined by the state constitution and by statute. The Office of the Lieutenant Governor also focuses on making government work better for Colorado citizens and businesses and on effectively handling responsibilities assigned by the Governor.

GOVERNOR'S OFFICE

THE OFFICE OF STATE PLANNING AND BUDGETING – OSPB

INTRODUCTION

The **Office of State Planning and Budgeting** (OSPB) provides the Governor with timely and complete information and recommendations so he can make sound public policy and budget decisions. This role is carried out through eight core functions:

- Developing reliable revenue estimates;
- Developing a defensible budget within revenue constraints:
- Developing proposals for new legislation;
- Tracking legislation and monitoring the legislative budget process
- Advocating for the Governor's priorities and addressing issues of concern
- Monitoring budget implementation, anticipating issues, and developing solutions;
- Providing accurate and concise public information;
- Operating efficiently as an office.

The office seeks to provide the Governor with analyses of current and future state revenues and makes strategic recommendations regarding the fiscal needs and management of executive branch agencies.

- Ensure accuracy of its quarterly General Fund forecast within a specified percent of actual revenues
- Improve the efficiency of state functions by seeking operational improvements and budgetary savings wherever possible
- OSPB will increase the transparency of the state budget through posting the department budgets on the OSPB website and by posting of reader-friendly programmatic fact sheets and budget documents on the OSPB website

STATUTORY AUTHORITY

The authority for the Office of State Planning and Budgeting is found in Colorado Revised Statutes, Article 37, Sections 24-37-101 through 304.

MISSION STATEMENT

The mission of the Office of State Planning and Budgeting (OSPB) is to provide the Governor with analyses of current and future State revenues and to make strategic recommendations regarding the fiscal needs and management of executive branch agencies

GOVERNOR'S OFFICE

VISION STATEMENT
OSPB strives to fund critical state needs while investing in programs which improve services and create efficiencies over time. OSPB's work reflects its values of accuracy, efficiency and fiscal accountability for taxpayer dollars spent and its commitment to creating a budget which is transparent to policy makers and the general public.

Office of State Planning and Budgeting

Workload Indicator	FY 2008-09 Actual	FY 2009-10 Actual	FY 2009-10 Actual
Number of departments posting their budget on their website.	17	3[1]	N/A
Number of department budgets posted on the OSPB website.	17	17	17
Number of issue briefs written and posted on the OSPB website	21	20	20

[1] Most agencies/departments decided to forego posting their budget on their website because the information is now included on the OSPB website.

THE OFFICE OF ECONOMIC DEVELOPMENT AND INTERNATIONAL TRADE – OEDIT

Introduction
The Office of Economic Development and International Trade (OEDIT) was created to foster a positive business climate that encourages quality economic development through financial and technical assistance provided in support of local and regional economic development activities throughout the State of Colorado. A historical perspective makes it clear that an economic development strategy must be ongoing, integrated, and flexible to take advantage of opportunities and build long-term competitiveness.

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OEDIT has a variety of services and programs that support all industries in Colorado. In addition, OEDIT has a special focus on targeted industries with significant presence or growth opportunities in Colorado, which includes aerospace, bioscience, renewable energy, tourism, technology, and the creative industries. OEDIT targets resources to both rural and urban areas; supports small business retention, creation and expansion; creates initiatives that support emerging industries; assists Colorado companies in developing export markets and becoming globally competitive; builds a strong public-private approach for program delivery; facilitates the development of improved quality jobs and a high quality workforce; supports the State's economy, while preserving quality of life; and monitors and develops responses to economic conditions throughout the state. A comprehensive slate of programs within OEDIT's divisions work together to offer economic development services for Colorado businesses – whether existing, new, or expanding, traditional or emerging, small, medium, or large.

OEDIT's divisions are as follows: Business Development works with businesses and communities on retention, attraction and expansion, site selection and technical assistance, community capacity building, and promotion within the United States. Business Finance offers a broad range of programs that provide financial assistance and incentives to companies and other entities in Colorado. The International Trade Office (ITO) assists Colorado companies entering export markets as well as foreign companies doing business in Colorado. The Colorado Tourism Office (CTO) administers the state's tourism promotion programs and welcome centers. Small Business Development Centers (SBDC) and the Minority Business Office (MBO) offer a statewide network of centers to assist existing and startup businesses and additional services focused on supporting veterans and minority and women owned businesses. The Creative Industries Division manages grant programs, production incentives and provides educational services to support and promote creative enterprises and creative occupations in communities throughout Colorado. During the 2010 legislative session, Business Development, the International Trade Office and the Minority Business Office were consolidated and are funded under Global Business Development and the Creative Industries Division resulted from a merger of the Council on the Arts, the Office of Film, Television and Media, and the Arts in Public Places Program.

Statutory Authority

> The statutory authority for the Colorado Office of Economic Development can be found at Title 24, Section 48.5-101, Colorado Revised Statutes (2008).

Mission Statement
The mission of the Office of Economic Development and International Trade is to strengthen Colorado's prospects for long-term economic growth by providing broad-based support to Colorado businesses.

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Vision
OEDIT's vision is to develop a robust Colorado economy that supports good-paying jobs and offers an environment for businesses to start, expand and thrive. OEDIT's budget provides resources to support Colorado businesses and various targeted and diversified sectors, which are critical to a sustainable and competitive economy and fostering a strong business climate.

CORE Objectives
OEDIT's objectives are to:
- Increase quality job creation/retention by existing, expanding and relocating businesses;
- Position Colorado as a national leader in emerging and targeted industries, including renewable energy, biomedicine/bioscience, aerospace, technology, tourism and the creative industries;
- Support entrepreneurs and small businesses; and
- Strengthen regional economies.

Performance Measures, Strategies, Evaluation of Prior Year Performance and Key Workload Measures
Objective #1: Increase quality job creation/retention by existing, expanding and relocating businesses.

Performance Measure	Outcome	FY 08-09 Actual		FY 09-10 Actual		FY 10-11 Appropriation		FY 11-12 Request	
		Jobs	Change	Jobs	Change	Jobs	Change	Jobs	Change
Jobs created and retained by businesses receiving assistance from OEDIT	Benchmark	9,000	NA	9,000	NA	16,790		16,444	
	Actual	13,809	+39.2%	15,801[1]	+14.4%				

[1]In addition to this number, the Creative Industries Division was the recipient of one-time American Recovery and Reinvestment Act funds in FY09-2010 which were distributed to 31 cultural non-profit organizations for the retention of 186 full and part time jobs.

Strategy: OEDIT's strategy is to identify businesses which will create or retain quality jobs and provide the assistance needed in order for the business to create or retain jobs in Colorado.

All OEDIT divisions contribute to this effort through their diverse programs that support a variety of businesses. OEDIT's current approach has three basic components:

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1. Identifying businesses that will create or retain quality jobs through marketing and other efforts by OEDIT and its many partners;
2. Determining the type and level of assistance needed by businesses;
3. Providing the assistance needed utilizing OEDIT's programs/services and/or providing referrals to other partners and resources.

Examples of OEDIT services and programs follow. OEDIT's Business Development efforts utilize regional Business Development Representatives (BDRs) to increase awareness of all OEDIT programs and services in Colorado. The BDRs also serve as the primary point of contact for domestic business development retention, recruitment and expansion activities by providing leadership, assistance, technical support and referrals for local economic development initiatives. International efforts include promoting Colorado and serving as the primary point of contact for direct investment and job creation/retention efforts in Colorado by international businesses in addition to working directly with Colorado companies interested in exporting their goods/services. As part of its international efforts, the Colorado Export Development Grant program provides cost offsets for companies to expand sales to new export markets—with 24 grants awarded over a two-year period. For every dollar awarded, $29 in new export sales has been realized which contributes to the participating companies' ability to create/retain jobs in Colorado. The Small Business Development Centers Division and its network continues to work with existing and start-up entrepreneurs who help the State of Colorado's economy by adding new and retaining existing jobs. Small businesses are crucial to the economy of the state and the SBDC Division and its network has provided new and existing initiatives to help meet the goals for the state and the United States Small Business Administration.

Individual programs also market to targeted audiences. Once businesses and needs have been identified, the appropriate program staff works with the businesses to either provide the assistance needed utilizing OEDIT's programs/services or provides referrals to other partners and resources.

Evaluation of Prior Year Performance:
OEDIT surpassed its benchmark in FY09-2010. The businesses receiving OEDIT assistance created or retained 15,801 jobs, which was 4,809 jobs more than projected. The job creation/retention in FY09-2010 was 14.4% higher than the 13,809 jobs reported in FY08-2009. The momentum of companies engaged in renewable energy development, as well as other sectors, choosing to come to or remain in the state, reinforce Colorado's ability to attract companies in 21st century industries. Retention efforts have been increased by the state as well. In spite of these efforts, Colorado is still losing jobs on a net basis in 2010. However, most national forecasts and local projections share a consensus view that Colorado will return to positive net job growth in 2011, and will be one of the leading states in the nation in recovering lost jobs.

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Key Related Workload Indicators

Workload Indicators	FY 08-09 Actual	FY 09-10 Actual	FY10-11 Estimate	FY11-12 Estimate
Business Development Promotion Activities (trade shows, website, advertising)	21	20	12	12
Number of Business Development Relocation/Business Expansion Prospects and Business Retention Projects Managed	96	85	80	80
Number of Board/Committee Meetings Staffed by Business Finance Division Staff	23	28	24	23
Number of Business Finance Division Contracts under Management	75	115	130	130
Number of Colorado First/Existing Industry Grants Managed	102	66	95	95
Number of companies receiving substantial international export and foreign direct inward investment assistance	196	329	200	200
Number of Presentations on Export Promotion, Export Training Seminars and Investment (made to groups within and outside of Colorado) and the Total Number of Attendees at Such Events	49/2410	59/2337	70/2000	70/2000
Number of Outgoing and Incoming Trade Missions Promoting Colorado Exports and Investment Opportunities	10	14	8	8
Number of Colorado Council on the Arts Contracts Managed	213	266[2]	247	215

[2]In addition to this number, 31 ARRA contracts were under management.

Objective #2: Position Colorado as a national leader in emerging and targeted industries, including renewable energy, biomedicine/bioscience, aerospace, technology, tourism and the creative industries.

Performance Measure	Outcome	FY 08-09 Actual		FY 09-10 Actual		FY 10-11 Appropriation		FY 11-12 Request	
		Funding	Change	Funding	Change	Funding	Change	Funding	Change
Financial Assistance provided in support of emerging industries	Benchmark	$7.25M	N/A	$7.25M	N/A	$14.9M[3]		$15.M [3]	
	Actual	$9.9M	25.3%	$14.8 M[3]	+49.5%				

[3]These numbers include the addition of technology and creative industry sectors.

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Performance Measure	Outcome	CY 09 Actual Report		CY 10 Actual Report		CY 11 Estimate[4]		CY 12 Estimate[4]	
		Market Share	Change	Market Share	Change	Market Share	Change	Market Share	Change
Increase Colorado's travel market share of total US marketable pleasure trips	Benchmark	2.4%	N/A	2.4%	N/A	2.4%		2.4%	
	Actual	2.4%/19th	-3.6%	2.6%/18th	8.1%/+1				

[4]The state' fiscal years do not coincide with the calendar reporting periods for this performance measure. Therefore, the results for the state's FY 10 appropriation will not be available until calendar year 2011 and for the state's FY 11 appropriation will not be available until calendar year 2012.

Strategy: OEDIT's strategy is to build a strong and competitive business climate focused on emerging and targeted industries. To make Colorado more competitive in the global economy, OEDIT has specifically targeted the aerospace, renewable energy, bioscience/biomedicine, technology, tourism and the creative industries for focused business development efforts by OEDIT. A primary strategy for aerospace, renewable energy, bioscience/biomedicine, technology and the creative industries include creating a high level of visibility both nationally and internationally related to these industries in Colorado, determining the infrastructure and specific assistance needed by the businesses within these industries so that the industries will have the strongest opportunity for success in Colorado, and working with OEDIT resources and numerous partners to provide the elements necessary for such success. Following are some specific examples of support activities provided:

- In conjunction with the Governor's Energy Office, OEDIT provides support by reviewing and rating applications and completing due diligence on renewable energy companies receiving New Energy Economy Development (NEED) grants.

- OEDIT manages the Bioscience Discovery Evaluation Grant Program providing grants to businesses, research institutions and others to fill the funding gap between basic research and commercialization. The objective is to get Colorado based bioscience discoveries into the marketplace and to provide growth opportunities for small businesses and the quality jobs they create.

- The Colorado Tourism Office promotes the growth of the travel and tourism industry thereby creating jobs, increasing tax revenues and furthering economic development. Through a comprehensive marketing, advertising and public relations campaign, the CTO promotes Colorado as a premiere leisure travel destination to out-of-state and international visitors. The CTO works with a national research firm to ascertain the impact of visitors to the state economy, including state and local tax revenues derived from travel expenditures and the number of jobs attributed to the tourism industry. Tourism strategies include focusing on domestic and international tourism promotions, emphasizing heritage tourism and agritourism, continuously upgrading the state's official website Colorado.com, and

leveraging its dollars through partnerships with tourism industry members. Tourism in Colorado is promoted through the following programs: Welcome Centers, International Promotions, the state's Tourism Website, the Official State Vacation Guide and the Heritage and Agritourism Programs.

- OEDIT provides monetary and staff support for the internationally acclaimed Space Symposium held annually in Colorado Springs. The Space Symposium attracts the premier companies, suppliers and service providers for the aerospace industry.

- OEDIT provides monetary and staff support for marketing at the annual American Wind Energy Association trade show and conference.

- The Creative Industries Division provides grants in amounts between $4,000 and $10,000 to approximately 250 non-profit creative organizations, offers performance-based (rebate) incentives to film, television and media productions at a 10% return and in FY10-2011 will begin to offer loans to small commercial creative businesses and entrepreneurs.

- OEDIT implemented a new Colorado Innovation Investment Tax Credit pilot program during calendar year 2010. The program provides tax credits for investors in small, innovative Colorado businesses.

Evaluation of Prior Year Performance:
OEDIT exceeded its projected support levels for emerging and targeted industries. This strategy has resulted in a number of notable successes. The decision by Vestas Wind Systems to locate its first North American blade manufacturing plant in Windsor, Colorado, and subsequent decisions to locate three more major facilities for production of wind towers and nacelles in Pueblo and Weld County, brings their total investment to over $600 million with projected employment of 2,400 new jobs. The presence of these facilities has also encouraged a number of potential suppliers to consider establishing Colorado operations, and significant related site-selection activity occurred in FY10. Other companies in emerging industry sectors, which have recently made announcements (during FY10), include the headquarters of United Launch Alliance and the expansions of Raytheon, Sierra Nevada, IBM, Arrow Electronics and SMA Solar. The input measurement for "Financial Assistance provided in support of emerging industries" also includes financial support provided to successful Creative Industry entities such as non-profits, artist entrepreneurs and film production businesses.

The Colorado Tourism Office's marketing campaign was expanded to include more national and international markets and overall saw positive results. Colorado's market share of all overnight marketable trips increased from 2.4 to 2.6 percent, improving Colorado's ranking Colorado to 18th nationally. In comparison, "marketable" trips declined five percent on a

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nationwide basis. These trips are defined as travel that is influenced by marketing efforts and are comprised of visitors not visiting friends or relatives. Additional performance measurements include:

- Colorado welcomed a total of 51.7 million domestic visitors which included 24.2 million day trips in 2009, a 1.1 percent increase over the record total visitation in 2008. As part of the 51.7 million domestic visitors, Colorado experienced a slight increase in overnight visitation with 27.5 million domestic overnight visitors—up from 27.4 million in 2008. In comparison, overnight trips decreased by 7% on a national basis. Colorado continued to hold its own in 2009 despite the economic challenges and low consumer confidence.

- Aggregate spending by domestic overnight and day visitors in 2009 statewide totaled $8.6 billion, a decrease of 11 percent from 2008, when visitor spending reached $9.6 billion. Day visitor spending remained fairly constant in 2009, reaching $1.2 billion, a decrease of .01 percent over 2008. However, Colorado outpaced visitor spending nationally.

2010 will remain a challenging year given the soft economy, unemployment, decreased airline capacity, the trends of shorter stays and "staycations," and a continued reduction in the Colorado Tourism Office's marketing budget.

Key Related Workload Indicators

Workload Indicators	FY 08-09 Actual	FY 09-10 Actual	FY10-11 Estimate	FY 11-12 Estimate
Bioscience/biomedicine, Renewable Energy and Aerospace, Technology and Creative Industry Sector Workload Indicators are included above in the aggregated job creation/retention workload indicators reported.	*See Above*	*See Above*	*See Above*	*See above*
Number of Tourism Industry Events, Trade Shows & Sales Missions	53	55	56	56
Number of CTO Contracts Managed	79	60	65	65
Number of Tourism Board and Committee Meetings and Number of Tourism Industry Communications	78	80	86	91

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Objective #3: Support entrepreneurs and small businesses.

Performance Measure	Outcome	FY 08-09 Actual		FY 09-10 Actual		FY 10-11 Appropriation		FY 11-12 Request	
		Clients	Change	Clients	Change	Clients	Change	Clients	Change
Assistance provided in support of entrepreneurs and small business clients	Benchmark	5,000	N/A	5,000	N/A	3,000		3,000	
	Actual	2,597	-23.6%	2,690	+3.4%				

Strategy: Provide comprehensive services and programs needed by small businesses and entrepreneurs.

Business retention/expansion and new company formation by small businesses and entrepreneurs is expected to provide the basis for and the largest opportunities for growth in Colorado as well as the nation. OEDIT has a broad array of programs and services available for small businesses and entrepreneurs, including technical assistance provided by its Small Business Development Center network, regional Business Loan Funds, assistance to creative entities, venture capital funds, minority and women-owned business advocacy and programming, export assistance, and business development, attraction, retention and expansion activities.

Evaluation of Prior Year Performance

Clients receive assistance from a variety of OEDIT programs for which results are captured in other performance measures contained in this plan. In this measurement, the Small Business Development Center (SBDC) network represents the majority of clients being reported. OEDIT served 2,597 clients in FY08-2009 and 2,690 clients in FY09-2010, which was at 52% and 54% of its benchmark respectively. It should be noted that the SBDC's reporting guidelines, required by its primary federal funding source, were changed during this reporting timeframe. The SBDC is now required to report five (5) or more hours of counseling provided to a client as compared to three (3) hours of counseling previously required for reporting purposes. The federal funding source's rationale for this change is that clients that receive more counseling have the most significant impact in terms of actual business formation and growth, job creation and capital infusion. The number of actual clients assisted in any given year is actually much higher. For example, the SBDC network provided client services to more than 18,000 clients in FY08-09. Due to the timing of this change at the federal level and the timeframes specified for making changes to performance measures/benchmarks, OEDIT was not able to change the benchmark until now. The revised benchmark going forward represents the change in the SBDC's federal funding source reporting requirements.

Key Related Workload Indicators

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Workload Indicators	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Estimate	FY1-12 Estimate
Entrepreneur and Small Business Workload Indicators are included above in the aggregated job creation/retention workload indicators reported	*See Above*	*See Above*	*See Above*	*See Above*
Number of Quarterly Reimbursement Requests from Host SBDCs	56	55	54	54
Number of Women and Minorities (historically underutilized businesses) Receiving Surety Bond Technical Assistance	324	324	400	400
Number of Minority Business Office Seminars and Trade Fairs Planned & Coordinated	24	25	28	28

Objective #4: Strengthen regional economies

Performance Measure	Outcome	FY 08-09 Actual		FY 09-10 Actual		FY 10-11 Appropriation		FY 11-12 Request	
		Assessments	Change	Assessments	Change	Assessments	Change	Assessments	
Assistance provided to strengthen regional economies	Benchmark	25	N/A	25	N/A	25		25	
	Actual	34	N/A	6	-80%				

Strategy: Provide state-supported programs to assist regions throughout the state.
OEDIT generally offers its programs to all regions located throughout the state, including business development representation, international trade assistance, regional business loan fund administration, the Small Business Development Center network, regional Enterprise Zone administration, regional tourism marketing grants, welcome centers, and creative industry grants and educational efforts (which provided direct funding support in 54 counties).

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This specific objective and strategy focuses on regional or community capacity building programs. OEDIT's Community Economic Development Assessments, Community Action Planning and Business Retention and Expansion Assessments are programs that involve a process of examining the social, political, economical and environmental conditions within a community. The conditions are reviewed as they pertain to economic and business development. The process used involves economic development professionals from across the state, local community leaders, local businesses and residents with coordination, facilitation and participations by OEDIT staff. During the process, dozens of development factors are considered and addressed. Recommendations are driven toward addressing critical issues, discovering possible solutions, suggesting actions and leveraging resources. The processes provide an economic development tool that assists in furthering economic development options within a community or region. The goal of the programs is to provide the community with resources so that it may plan, execute and complete a locally conceived and driven economic development strategic plan.

Specifically,

- The Community Economic Development Assessments result in a SWOT (strengths, weaknesses, opportunities, and threats) report at the conclusion of the process. The SWOT report provides the community with recommendations to assist in its future economic development planning.
- The Community Action Planning (CAP) program provides the opportunity for community stakeholders to participate in the next step, Community Action Planning. This program is designed to prioritize the assessment recommendations and include action steps, responsibilities, timelines and resources needed to accomplish the top priority recommendations determined by the community.
- The Business Retention and Expansion Assessments provide a structure and software to track existing business issues by conducting individual interviews with high level company officials. The assessments identify issues, concerns and barriers faced by businesses. The goal is to identify and resolve the issues, concerns and barriers so that the business and its employees can be retained in the community.

Evaluation of Prior Year Performance:
OEDIT completed 6 assessments/plans during FY09-2010, which was short of its benchmark of 25 assessments/plans. Changes in the program, demand, and staff vacancies all contributed to the decline. OEDIT's delivery of these programs is also contingent on and limited by the number of economic development professionals available in its partner organizations to participate in such assessments/plans. OEDIT has streamlined the assessment process during FY2010 and is now actively completing assessments. Demand for the assessment program appears to be rising again and is strong. As a result, OEDIT has already completed 6 for FY10-2011, with an additional 6 scheduled before the end of calendar year 2010. OEDIT expects to hit the benchmark of 25 by the end of FY10-2011.

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Key Related Workload Indicators

Workload Indicators	FY08-09 Actual	FY 09-10 Actual	FY 010-11 Estimate	FY 11-12 Estimate
Number of Rural Business Financing Forums Planned and Coordinated	5	5	5	5
Regional Assistance Workload Indicators are included in aggregated job creation/retention workload indicators reported above	*SeeAbove*	*See Above*	*SeeAbove*	*See Above*

THE OFFICE OF INFORMATION TECHNOLOGY

INTRODUCTION

The strategy to consolidate statewide information technology resources and personnel into the Governor's Office of Information Technology (OIT) empowered the transition from a decentralized service delivery model to an enterprise model starting in May 2008. Through landmark legislation, Senate Bill 08-155, OIT was empowered to operate and deliver technology services and innovation across all Executive Branch agencies. However, consolidation alone isn't enough, and while Colorado has implemented groundbreaking consolidation, it is only the foundation that allows Colorado to excel in extending technology services and capabilities to our citizens. The OIT leadership team was able to use this consolidation strategy to be pre-emptive in containing operational costs, improving program governance, improving coordination of critical resources, and aligning enterprise assets to better serve strategic programs.

Particularly since July 1, 2008, Colorado state government has taken many significant steps toward the transformative directives set forth in Senate Bill 08-155. OIT has successfully developed a new enterprise approach to delivering technology and leveraging private sector business models and public-private partnerships to modernize the infrastructure. This approach enables the agile delivery of new applications and government services to state agencies and citizens as efficiently, effectively, and sustainably as possible. The direct impact of effective and adaptive leadership is demonstrated by results. The combination of strong leadership with a legislated consolidation mandate was absolutely essential in terms of helping the State deliver vital services during this recession. Specifically, OIT leadership produced the following results during the past two years:

> ➢ Colorado has begun to reduce operational costs though leveraging enterprise agreements for telecommunications, data center and server consolidation, staffing optimization and FTE reduction.

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➢ IT investments are now managed from the enterprise, allowing significant fiduciary controls over financial resources. This allows the State to place strong controls on IT budgets and ensures capital is being spent and managed in a strategic and coordinated fashion.

➢ Consolidation has allowed the State to better manage human capital, specifically by identifying highly capable talent and directing them to key projects, initiatives and programs. This leveraging of expertise also resulted in reducing the State's dependency upon external contractors.

➢ Collaboration across the enterprise has been a byproduct of the consolidation strategy as management has been able to foster a greater exchange of ideas to improve the overall operation. This cultural shift from "silo departments" has been a critical component in identifying and leveraging best practices across the enterprise.

➢ Colorado has seen a significant improvement in implementing major projects using a strong centralized governance model, the Executive Governance Committee.

STATUTORY AUTHORITY

The statutory authority for OIT is primarily found at in Sections 24-37.5-102 through 604 C.R.S, 2008. For reference, significant amendments to prior statute occurred pursuant to SB08–155 during the 2008 Legislative session.

MISSION STATEMENT

The mission of OIT is to increase the effectiveness of government through the use of shared information and technology.

VISION STATEMENT

Over the next five years, IT will be used to maximize the efficiency of service delivery and will operate as a seamless enterprise, delivering consistent, cost-effective, reliable, accessible and secure services that satisfy the needs of the citizens of Colorado, business communities, and public sector agencies from an enterprise perspective. As the agency designated with the authority for the management and delivery of centralized IT services in the State, OIT will provide leadership in IT related procurement, budgeting, strategic operations, project management, and enterprise architecture. In effect, OIT will generate efficiencies by leveraging common services, infrastructure and applications enterprise-wide, and will optimize the procurement strategy of the State related to the acquisition of goods, services and consulting necessary to provision IT effectively. This strategy will promote a more stable, progressive, dynamic and effective IT infrastructure in Colorado State government in current and future years.

OBJECTIVES

The Office of Information Technology (OIT) Strategic Plan has five key objectives and is in the process accomplishing these goals. OIT is leveraging technology statewide, consolidating the State's data centers and improving oversight of the State's IT

projects. OIT will continue to ensure that the Strategic Plan is operational, measurable and practical as the State's IT infrastructure evolves. The overarching objectives summarized in the bullets below are consistent with both industry and public sector IT best practices; however, OIT has progressed beyond the initial phases necessary to implement centralized IT management. Evolving bodies of global strategic, operational, technological and procedural plans have been put in place to direct the future phases of the consolidation, which will be identified with more specificity in the Annual Information Technology Plan that will be submitted to the legislature annually. Finally, note that two new objectives have been added in this year's strategic plan as reflected below.

1. Secure and protect IT assets
   - Conduct enterprise asset management inventory
   - Create new asset management policies and standards
   - Identify & prioritize key cyber security risks facing the state and actively mitigate them
   - Continue to standardize enterprise architecture
   - Promote enterprise service consolidation

2. Optimize spending for IT decisions, projects, and technology
   - Establish new IT budgeting process
   - Reform enterprise licensing, procurement and contracting
   - Improve contracting oversight

3. Effectively manage IT projects
   - Continue to implement project management best practices in critical IT projects statewide
   - Expand the functionality of OIT's Enterprise Project Management Office (PMO)
   - Provide enterprise reporting on large IT projects

4. Maximize enterprise service delivery
   - Help enable statewide broadband connectivity
   - Complete statewide communications system
   - Expand functionality of the Statewide Internet Portal
   - Maintain and improve customer service

5. Improve collaboration and innovation
   - Facilitate an ongoing collaborative enterprise-wide IT strategic planning process

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- Establish centers of excellence for key competencies
- Continue to utilize Executive Governance Committees to improve cross-departmental collaboration and to better manage the existing statewide IT project portfolio.
- Seek collaboration opportunities & involvement from the private sector and local government entities.

The following two objectives were added in last year's Strategic Plan

➢ To implement an effective IT procurement strategy that leverages the State's purchasing power and economies of scale.
- Begin to consolidate all IT procurements across the Executive Branch with OIT as controlling entity.
- Negotiate statewide enterprise agreements that can benefit multiple agencies.

➢ To create an IT organization that is streamlined, efficient, and optimized to deliver the critical tools that are necessary to fulfill the missions of each department.
- Consolidate and optimize Executive Branch IT staff resources.
- Implement and maintain service management agreements with all participating agencies.
- Leverage annual IT planning process with Departments to seek efficiencies and collaboration opportunities.

PERFORMANCE MEASURES

Objective: Secure and protect IT assets/Promote enterprise service consolidation

Performance Measure	Outcome	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011
Increase # of physical servers housed at the Primary OIT data center by 7.5% annually	Benchmark	N/A	372	400	515
	Actual	346	391	483	

Strategy: Through increased collaboration with State agencies, OIT will continue to facilitate enhanced levels of utilization of the State's primary data center at multiple levels which should begin to promote the strategy of enterprise data center consolidation

Evaluation of Prior Year Performance: The target for this performance measure was exceeded in FY 2010.

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Objective: Maximize enterprise service delivery/Maintain and improve service delivery to customers

Performance Measure	Outcome	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011
Maintain MNT network availability above 99.9% through 6/30/09	Benchmark	N/A	99.9%	99.9%	99.9%
	Actual	99.97%	99.975%	99.985%	

*Strategy***:** To maximize service levels associated with the MNT network to benefit entities in the public sector, private sector, and individual citizens statewide.

Evaluation of Prior Year Performance: The actuals for this performance measure for Network Services exceeded the target for FY 2009-10.

Objective: Secure and protect IT assets/Promote enterprise service consolidation

Performance Measure	Outcome	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011
Increase number of bytes of open systems disk storage managed at the Primary OIT data center by 5% annually	Benchmark	14.7 TB	15.4	17.3 TB	18.2 TB
	Actual	14.5 TB	16.5 TB	17.5 TB	

Strategy: Through increased collaboration with State agencies, OIT will continue to facilitate enhanced levels of utilization of the State's primary data center at multiple levels which should begin to promote the strategy of enterprise data center consolidation

Evaluation of Prior Year Performance: The benchmark for this measure was a 5% annual increase and the actual increase was in excess of 6%.

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Objective: Maximize enterprise service delivery/Complete Statewide Communications System

Performance Measure	Outcome	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011
Increase percent of State highways covered by DTR network to 95% by 9/30/10	Benchmark	N/A	95%	95%	95%
	Actual	~92%	95%	95%	

Strategy: To facilitate increased coverage for the statewide interoperable public safety network for the benefit of first responders in local, tribal, State and federal public safety agencies.

Evaluation of Prior Year Performance: The benchmark is associated with achieving the desired level of coverage by fall of 2010 then maintaining it. OIT continues to satisfy the targeted level of coverage.

Objective: Secure and protect IT assets

Performance Measure	Outcome	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011
Increase percent of mainframe applications successfully restored during annual disaster recovery test to 95% or above	Benchmark	N/A	90%	95%	95%
	Actual	90%	92%	95%	

Strategy: To promote continuity of government operations and disaster recovery of mainframe applications

Evaluation of Prior Year Performance: The benchmark is determined to be an optimal level of recovery. The FY 2006-07 level of 83% was low largely because of a single application that was unable to be restored immediately; the

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target was achieved for FY 2008. For FY 2009, the benchmark was increased to 95% and the actual performance fell slightly below that level, although the actual test during September 2009 was very successful based on the feedback of the team involved. Finally, the FY 2010 actual of 95% actually met the targeted benchmark.

Objective: Secure and protect IT assets/Promote enterprise service consolidation

Performance Measure	Outcome	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011
Reduce number of State data centers	Benchmark	N/A	30	<28	<27*
	Actual	37	32	30	

These benchmarks may be significantly adjusted dependent on the scope and timing of future data center consolidation assessments.

Strategy: Data center consolidation is clearly under consideration as part of any IT consolidation, and Colorado is no different. It is in the State's best interest to attempt to consolidate data centers in the State for the sake of performance, optimization of State resources, and potential savings. The scope and pace of potential data center consolidation efforts is pending at this time, and is in part contingent on assessments that are currently in early stages.

Evaluation of Prior Year Performance: This was a new objective two fiscal years ago. As referenced above, the benchmark will be readjusted over time as the data center consolidation project continues.

In future fiscal years, this performance measure will be revised to align with the current timeline for data center assessment, centralization and consolidation activities that are in progress. The specific targets/milestones will be related to a projected percentage of completion of various phases of centralization and physical consolidation of data center assets, functions and staff. Given the importance of the data center consolidation initiative in an IT consolidation of this scope, the potential for significant savings/cost avoidance, and staff and resource optimization opportunities available, this specific performance measure and any others related to this topic will be critical to the enterprise over the next three fiscal years.

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Objective: Optimize spending for IT decisions, projects and technology

Performance Measure	Outcome	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011
Increase percent of IT procurement actions above $10k reviewed & approved by OIT*	Benchmark	N/A	100%	100%	100%
	Actual	~65%	~80%	~85%	

This measure relates specifically to the Executive Branch

Strategy: To continue the process introduced in FY 2007-08 whereby Executive Branch agencies were expected to seek OIT approval for technology expenditures/procurements in excess of ten thousand dollars. Beginning with FY 2008-09, OIT began to expand its review to include much lower dollar thresholds on a case-by-case basis. In FY 2009-10 it was estimated that OIT reviewed/approved ~85 percent of requests and the OIT Chief Financial Officer has used this data as part of the input for a targeted negotiation of consolidated contracting/procurement agreement opportunities and to renegotiate existing IT contracts.

Evaluation of Prior Year Performance: The target/benchmark was not achieved in FY 2009 or FY 2010, but progress did continue. Additionally, in the future this performance measure may be changed to reflect total # of items/procurements reviewed by OIT.

THE GOVERNOR'S OFFICE OF HOMELAND SECURITY

INTRODUCTION

The Governor's Office of Homeland Security (GOHS) was created by Executive Order in February of 2008 and became operational July 1, 2008. Prior to GOHS being created, homeland security grant administration was accomplished by the Colorado Division of Emergency Management while the Department of Local Affairs and the Department of Public Safety were responsible for Homeland Security program management. GOHS was created to combine the responsibilities for homeland security management into one office. GOHS serves as the coordinating office for the Homeland Security missions

contained in a majority of the state's agencies and departments as well as coordinating the homeland security efforts of the nine All Hazards Emergency Management Regions (AHEMR) and Denver Urban Area Security Initiative (UASI). The purpose of the office is to ensure all state departments, agencies, AHEMRs, and Denver UASI have the necessary tools to perform the mission elements of prevention and disruption of terrorist attacks; protection of critical infrastructure, key resources and Colorado communities against all hazards; response to all incidents; and recovery from all incidents. These tools are Planning, Organizations and Personnel, Equipment, Training, and Exercises (POETEs). Risk management must be used to determine which tools will be resourced with available manpower or funding programs.

STATUTORY AUTHORITY
Executive Order D 003 08, signed February 4, 2008, created the Governor's Office of Homeland Security.

MISSION STATEMENT
The Mission of GOHS is to ensure a safe and secure environment in Colorado for all persons from intentional acts of terrorism, accidental harmful events, or natural disasters, through the implementation of innovative prevention methods, coordinated response procedures, and effective recovery plans.

VISION
This vision of the Office of Homeland Security is that all of Colorado's citizens, private sector, non governmental agencies, and public institutions make it their responsibility to work as one team to make our state safer as a result of our efforts in homeland security.

GOHS - WORKLOAD INDICATORS
Amount of Homeland Security Federal Grant Funds administered annually over 6 Years

Program	2004	2005	2006	2007	2008	2009	2010	6 Year Total
State Homeland Security Program (SHSP)	$28,041,000	$17,796,658	$8,080,000	$6,430,000	$11,880,000	$10,925,000	$1,0979,859	$94,132,512
Law Enforcement Terrorism Prevention Program (LETPP)	$8,321,000	$6,471,512	$7,600,000	$4,600,000	0	0	0	$26,992,512
Citizen Corps Program (CCP)	$582,000	$225,929	$322,819	$244,560	$249,368	$248,204	$213,523	$2,086,403
Urban Area Security Initiative (UASI)	$8,595,347	$8,718,395	$4,380,000	$7,850,000	$7,614,500	$7,053,050	$7,064,120	$51,275,412

Metropolitan Medical Resource System (MMRS)	0	$682,776	$696,990	$774,435	$963,663	$963,663	$952,257	$5,033,784
Public Safety Interoperable Communications (PSIC)	0	0	0	$14,336,638	0	0	0	$14,336,638
Transit Security Grant Program (TSGP)	0	$1,225,000	$1,150,000	0	$831,648	$0	0	$3,206,648
Interoperable Emergency Communications Grant Program (IECGP)	0	0	0	0	$609,616	$689,951	$621,000	$1,920,567
Buffer Zone Protection Program (BZPP)	0	$1,450,000	$189,000	0	$1,597,000	$600,000	$400,000	$4,236,000
Nonprofit Security Grant Program (NSGP)	0	0	0	$170,875	$55,843	$99,538	$75,000	$401,256
TOTAL	$45,539,347	$36,570,270	$22,418,809	$34,406,508	$23,801,638	$20,579,406	$20,305,759	$203,621,737

Workload Measure	Unit	FY 08 Actual	FY-09 Actual	FY-10 Actual	FY-11 Est.
Grant Awards Managed	# of Awards	N/A	122	147	140
Financial Transactions Completed	# of PV, IT, JV, & CR	N/A	756	803	800
Grant Projects Submitted and Reviewed	# of Projects	N/A	198	243	160
Grant Monitoring Visits Performed	# of visits	N/A	5	11	8
Individual Training Applications Processed	# of Applications	N/A	596	450	500
Training Courses requested for HSEEP, MTT & MCR	# of Requests Processed	N/A	44	35	40

Community Preparedness Outreach Events and Presentations	# of events and presentations	N/A	27	30	35
Staff Visits to AHEMR for Planning & Capability Assessments	# of visits	N/A	11	20	18
State Strategy Goal Working Groups Trained, Formed & Operating	# of Groups	N/A	4	15	37
Exercise Program Support and Technical Assistance	# of visits & exercises			23	35

PV = Payment Vouchers
IT = Interagency Transactions
JV = Reallocation of Expenditure
CR = Cash Received
HSEEP = Homeland Security Exercise and Evaluation Program
MTT = Mobile Training Teams
MCR = Mobile Course Requests
AHEMR = All Hazards Emergency Management Regions (nine total in Colorado)

THE GOVERNOR'S ENERGY OFFICE (GEO)

INTRODUCTION
The Governor's Energy Office (initially called the Office of Energy Conservation and later called the Office of Energy Management and Conservation) was created to respond to the oil crisis of the late 1970's. The program was significantly scaled back in the 1980's when oil prices dropped and the office essentially became a federal pass-through for low income weatherization services (LIHEAP) which continues today (described below). The Ritter Administration views today's energy challenges as significant and transformational. Therefore, he has charged the Energy Office with providing Colorado citizens and businesses with the tools and resources to meet the demands of this new energy paradigm while challenging the state to become a model of conservation, efficiency and in the use of clean energy.

The GEO's strategic vision is to become a clearinghouse for energy information and services to help Colorado's citizens, businesses and public sector in achieving energy sustainability. Historically, utilities, local, state and the federal government have developed incentive programs around policy objectives. GEO's goal is to unite these efforts and offer comprehensive

information for the Colorado customer, while providing a full complement of energy efficiency programs and incentives to advance deployment of renewable energy resources and information to help citizens and businesses make wise energy choices.

The objectives of the Governor's Energy Office are to create a Colorado energy customer profile that minimizes carbon and other greenhouse emissions while providing high quality and affordable energy services. The GEO delivers these services through its divisions:

- **Residential Programs** advance energy efficiency for existing homes and new home construction
- **Renewable Programs** advance distributed renewable generation for homes and businesses as well as development of large scale, central renewable utility power systems.
- **Commercial Programs** focus on state buildings and K-12 schools, partners with local governments on their public buildings to increase energy efficiency, assists in high performance design and develops offerings for the private commercial environment.
- **Low Income Services** offer weatherization programs to increase the energy efficiency of the homes of those families at 200% of the Federal Poverty Level or below.
- **Colorado Carbon Fund** is a voluntary contribution system of carbon offsets that invests in Colorado energy efficiency and renewable energy projects.
- **Greening Government** focuses on the energy, waste and water consumption of state agencies and implements state policies to lower energy, petroleum and water use while decreasing waste. These activities are taken pursuant to the "Leading by Example" Executive Order issued by Governor Ritter in 2007.
- **Local Programs** offer assistance to local governments and organizations around the state to implement programs and policies to reduce energy consumption and advance the deployment of renewable energy.
- **Utilities and Transmission** engage with local utilities to increase energy efficiency, advance renewable energy efficiency and plan for needed transmission development and management.

STATUTORY AUTHORITY
Statutory authority for the governor's energy office can be found in the following CRS cites in whole and in part: CRS 24-38.5-102 through 103; 24-75-1201(f); 23-41-114 (4) (b) (VI); 24-47.5-103 (1); 25-16.5-105.5 (2) (c) (III); 30-28-211(7); 31-15-602 (7)**;** 36-1-147.5 (4); 39-29-109.5; 40-2-123 (2) (b) (I) (j); 40-1-102 (11)40-8.7-112 (3) (b) (f)

MISSION STATEMENT
"Leading Colorado to a New Energy Economy through energy efficiency, and the advancement of clean and renewable energy resources."
The Governor's Energy Office (GEO) is achieving its mission through three primary avenues:
1. Advancing the New Energy Economy through economic development in the renewable energy sector
2. Advancing the development and deployment of utility scale renewable energy
3. Expanding energy efficiency and renewable energy technologies within Colorado's commercial, residential and public sectors

VISION STATEMENT
The GEO pursues economic development in close collaboration with the Governor's Office of Economic Development and International Trade (OEDIT), using resources from the Colorado Clean Energy Fund as well as economic development resources available through the OEDIT.
Tasks include:
- Facilitation of technology transfer to develop commercialization opportunities within Colorado associated with development of new technologies from Colorado research facilities
- Assistance in development of early and mid stage renewable energy industry companies in Colorado
- Attraction, growth and retention of existing renewable energy industries to establish and grow facilities in Colorado

The second need is being addressed through the GEO's strategic vision.
The ultimate purpose of these two tasks is to reduce the emissions of pollutants tied to climate change, develop a sustainable energy regime for Colorado and attract economic investment in the New Energy Economy in Colorado.

OBJECTIVES
The objectives of the Governor's Energy Office are contained in the Climate Action Plan issued by the Governor in 2007. The plan calls for reducing the level of carbon emissions to 20% below 2005 levels through a combination of energy efficiency, renewable energy and clean energy resources. In 2009, while state funding was eliminated from the GEO's programs, the office received investments through the American Recovery and Reinvestment Act (ARRA) to advance its mission.

PERFORMANCE MEASURES
The Governor's Energy Office will measure outcomes in a variety of ways; however, ultimate success of the programs will be gauged against the goals and objectives of the Governor's Climate Action Plan and the Governor's Greening Government Executive Order, both released in 2007.

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- The Climate Action Plan established overall carbon reduction goals of 20% below 2005 levels by 2020 and 80% below 2005 levels by 2050
- Greening Government Goal of 25% reduction in fleet petroleum use by 2012
- Greening Government Goal of 20% reduction in energy use within state buildings by 2012

Climate Action Plan Goals:

As Modeled		MMTCO$_2$
2005	48,353 GWh	44.53
2020 Business As Usual	69,008 GWh	63.56
20% Below 2005		35.63
Savings Needed by 2020		27.94
Savings through efficiency		13.97

Workload Indicators (Residential Programs)	FY 09 Target	FY 09 Actual	FY 10 Target	FY 10 Actual	FY 11 Target
Percentage of housing starts qualified as ENERGY STAR	10%	19%	25%	33%	*35%
Code Trainings Delivered in the state	30	10	0	13	24
Homes receiving insulation upgrades through "Insulate Colorado" Program or Recharge Colorado rebate program	2,500	1,400	2,000	1867	3000

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*Although ENERGY STAR target goals may appear low, there are several changes to the program that may significantly impact market penetration in FY2011. Those potential impacts include: the change from ENERGY STAR Version 2 to Version 3, subsequent decrease in contractor participation due to the change to version 3, concern that Xcel Energy will close their program entirely, and the possibility that Colorado will pilot Version 3 prior to the federally anticipated transition.

With these potential challenges, the Residential Program is attempting to maintain market penetration for the upcoming fiscal year.

2009-10 ENERGY STAR: Colorado once again exceeded the goals outlined in the FY09 plan and subsequently received the "ENERGY STAR Partner of the Year" Award from the US EPA for the second calendar year in a row. The 2009 market penetration for ENERGY STAR homes was 32.7% - far surpassing the FY09 target.

2009-10 Energy Code: The GEO delivered 13 2009 IECC trainings. Attendance by building code officials, homebuilders, engineers, architects and other industry officials exceeded 364 participants. With the passage of the ARRA, training and assistance of any earlier energy code will stop. However, both training and code support for the 2009 IECC will be provided free of charge through the GEO.

2009-10 Insulate Colorado: The GEO Insulate Colorado Program consisted of 24 partners and funded 626 insulation projects starting in early 2009 until it was replaced on April 19, 2010 by the Recharge Colorado Rebate Program.

2010-11 ENERGY STAR Strategy: With 32.7% market penetration, Colorado will continue to push the program by targeting 35% for FY2011.

2010-2011 Energy Code Strategy: The GEO is working with the Department of Local Affairs (DOLA) to deliver upwards of 525 trainings statewide to support codes adoption statewide through 2011.

2010-2011 Recharge Colorado Rebate Strategy: The Insulate Colorado Program shifted to a more comprehensive program delivering incentives for more than just insulation upgrades. The new program includes incentives for duct sealing, insulation and air sealing, furnaces, boilers and appliance replacement along with home energy monitors. These programs are funded with ARRA dollars.

Low Income Weatherization	FY09 Target	FY09 Actual	FY10 Target	FY10 Actual	FY11 Target
Low Income Weatherization Services Delivered	4,000	3492	7,200	7440	7081
Multi-Family Weatherization Services Delivered	NA	616	685	1076	750
Tier 1 & 2 Services Delivered	NA	16398	NA	NA	NA

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2010-11 Strategy: Changes and improvements continue in the GEO Weatherization program including developing the ability to manage and utilize real time data at the agency service provider level from the "Focal Point System" that was developed in 2009-2010. A new multifamily pilot will be initiated this year to serve multifamily building units that are individually heated. GEO is targeting approximately 250 additional units to be served in this year's pilot. Energy Outreach Colorado will be the primary service provider. The Weatherization program also received two DOE grants in 2009-2010, each approximately $1,000,000, that will be implemented in 2010-2011. The first is a weatherization training grant to focus on developing training capability in Colorado for weatherization workers. Grant partners are Red Rocks Community College, Pueblo Community College and Saturn Resources Management, Inc. The second grant focuses on implementing a program installing "In-Home Monitors" homes undergoing weatherization to determine the effectiveness of providing ongoing information to the household residents. Grant partners are Tendril, Symbiotic Engineering and 3 existing weatherization agency service providers.

Workload Indicators (Commercial Programs)	FY09 Target	FY09 Actual	FY10 Target	FY10 Actual	FY11 Target
K-12 Efficiency Upgrades (Districts in Performance Contract or other sustainable energy program)	50	47	60	83	100
Utility Bills Management Systems in Place	45	41	51	50	60
State Buildings Square Footage under Performance Contract	90%	42%	50%	53%	55%
Public Agency Partners in High Performance Building Program	20	20	20	38	20
State-Assisted Facilities Meeting LEED Gold Target	NA	NA	6	0*	12
Zero Energy Public Buildings in Colorado	NA	NA	1	1	1
Attendees at GEO High Performance Building Trainings	NA	NA	240	956	1000

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The HPB program is working with 12 state-assisted projects currently(9/10) registered with LEED but none have yet been certified; the OSA just received data on FY9-10 certified projects and expects about a half dozen for the year.

2010-11 Strategy:

Performance Contracting – Existing Schools
Currently, GEO is in various stages of Performance Contracting with 67 of Colorado's 178 School Districts leaving 111 to still assist in evaluating their need for this program by the end of FY 09/10 (sunset of HB 1309). To this end, the K-12 program has a goal of evaluating and if applicable initiating the Performance Contracting process with approximately 50 School Districts per year each year through FY 09/10 in order to impact every district with performance contracting opportunity.

High Performance Building – New Schools
The High Performance Building (HBP) Program will provide technical assistance for public schools building a new school or major renovation. The main thrust of new school construction is taking place through the Building Excellent Schools Today (BEST) program administered by the Colorado Department of Education (CDE). This effort will involve a continuous tracking of all new school development in the state. The GEO has completed the Colorado Collaborative for High Performance Schools (CO-CHPS) K-12 green building rating system and this will be available to schools throughout the state as well. The first BEST funded schools are coming on line in Fall 2010, and projects should be starting to receive certification this year.

Education and Training
The GEO will provide numerous opportunities for training and education on various topics related to energy efficiency in existing and new K-12 schools. Opportunities include:
- Workshops/Webinars on a variety of High Performance Design topics for K-12 Schools aimed at architects, engineers and contractors
- A n in-depth training course with a third-party certification will be offered to K-12 Facilities Managers
- Numerous workshops focused on LEED for Schools and CO-CHPS certification for new schools, as well as LEED-EBOM and Sustainability management Systems for existing schools
- Extended mentoring and peer-to-peer engagement among members of the Colorado Association of School District Energy Managers (CASDEM) and the Colorado School Plant Managers Association (CSPMA)
- Continued support of various initiatives that bring energy education into school classrooms throughout the state

State Buildings, Energy Performance Contracting
- Efforts to increase EPC use by state agencies include: Energy and Water Conservation Improvement grants; tracking energy consumption results in EnergyCAP to help identify problem areas and achievements; and annual discussions with agency directors and Greening Government Council representatives regarding progress made to reach greening government goals (now required by the Earth Day 2010 Greening Government Executive Order).

Workload Indicators (Renewables Programs)	FY09 Target	FY09 Actual	FY10 Target	FY10 Actual	FY11 Target
Solar Rebate Program – Residential Photovoltaic	500 kW	541 kW	1,350 kW	*351 kW	1,570 kW
Solar Rebate Program – Solar Residential Thermal Systems	1,000 kWe	953 kWe	1,200 kWe	*32 kWe	275 kWe
Small Commercial Solar Thermal	500 kWe	358 kWe	397 kWe	*6 kWe	27 kWe
Small Commercial Photovoltaic	250 kW	105 kW	300 kW	*190 kW	730 kW
Industrial Efficiency Program- participation by top 100 industrial customers	50%	NA*	1.5 Trillion BTU saved from 10 companies	*NA	1.5 Trillion BTU saved from 10 companies
Number of Stations in Colorado offering bio-fuels	100	103	120	108	112
Gallons of biofuels sold	5.6M Gal	8.3M Gal	9.3M Gal	1.8M GAL	3.0M GAL
Woody Biomass Projects	2	6	10	5	5
Anaerobic Digestion Projects	2	0	1	0	1

*SFY 2010 Actual numbers are lower due to late launch of ARRA programs and a lower investment of SEP funds by GEO than what was originally planned. A partnership model was in SFY 2010 to best leverage ARRA SEP funds with additional state and local investments.

+ During SFY 2010, all of Colorado biodiesel plants were temporarily or permanently closed. In addition, the cost per gallon of biofuels made the fuels less competitive in the market.

SFY 2010-2011 Strategy: The GEO will continue to implement non-ARRA and ARRA programs-including a Residential and Commercial Renewable Energy Program and the Renewable Energy Development Team, along with developing additional grant, policy and technical assistance opportunities. The GEO will continue to seek out additional opportunities to leverage state funds with partner, federal or private investments.

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Workload Indicators (Carbon Fund)	FY09 Target	FY09 Actual	FY10 Target	FY10 Actual	FY11 Target
Funds Collected for projects	$1M	$201,328	$1M	$184,576	$500,000
Tons CO2 Offset through Colorado Projects	50,000	0	50,000	0	23,000*
Percentage community participation in local community partners	1%	12	15	N/A**	N/A**
	2010-11 Strategy: The Carbon Fund has attracted investment slower than anticipated. However, new marketing and business strategies are being created to help increase the pace and amount of voluntary donations needed in order to meet the 2010-11 targets. * Our first offset project will be verified this year and will provide the CCF with 23,000 offsets – enough to cover the past two fiscal years demand for offsets plus some of the offset demand for FY2010. However, the CCF is now looking to fund other projects that will supply enough offsets to cover FY11 demand (if the CCF fund goal of $500,000 is achieved the CCF will need to purchase approximately 21,300 additional offsets). ** It is unclear whether these community partnerships were or will ever be worthwhile – initial data says that these community partnerships brought in little, if no, revenue. Until these programs are evaluated in further depth no FY2010 goals will be set.				
Workload Indicators (Utilities Program)	FY09 Target	FY09 Actual	FY10 Target	FY10 Actual	**FY 11 Target**
Number of Copies of Renewable Energy Development Infrastructure (REDI) reports distributed – hard copy	NA	NA	1,000	4,000	3,000
Number of transmission workshops organized	NA	NA	4	4	4
Number of Public Utilities Commission key dockets where GEO intervenes	6	4	5	5	7

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Number of public utilities participating, or represented, in process to deliver Climate Action Plan report to the Governor	56	15	NA	13	NA
Clean Energy Development Authority meetings staffed by GEO	8	8	7	6	TBD
Attendees at Annual New Energy Economy Conference	1000	550	600	NA	TBD by new Administration
Copies distributed of "Cost/Benefits of Distributed Generation for Municipal and Rural Electric Cooperatives"	300		500	0	500
Number of Annual Meetings for Colorado Electric Utilities	1	3	3	3	3
Number of copies distributed of "Connecting Colorado's Renewable Resources to the Market"	1000	3000	1000	2000	2000
Number of copies of Colorado Utilities Report	NA	NA	1000	250 9/8/10	750
Number of workshops held for EPA NAPEE	NA	NA	5	0	2
Number of training and workshops held for Colorado Energy Assurance Plan	NA	NA	3	2	6
Colorado Smart Grid Task Force Meetings	NA	NA	2	2	5
2009-10 Strategy: Participation in the Climate Action Plan was poor on the part of the public utilities. *2010-11 Strategy:* Utilities Program has completed systems modeling for how utilities achieve Governor's carbon reduction goals and will be releasing report in December, 2010					