Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office of Information Technology
Request Title: OIT Leased Space Expansion
Priority Number: Decision Item # R-1

Dept. Approval by: [signature] 10-12-11 Date

OSPB Approval by: [signature] 10/15/11 Date

- [x] Decision Item FY 2012-13
- [ ] Base Reduction Item FY 2012-13
- [ ] Supplemental FY 2011-12
- [ ] Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	42,260,112	-	23,179,697	-	-
	FTE	-	-	-	-	-
	GF	563,490	-	-	-	-
	GFE	-	-	-	-	-
	CF	1,202,328	-	1,202,328	-	-
	RF	40,494,294	-	21,977,369	-	-
	FF	-	-	-	-	-
(1) Office of The Governor, (B) Special Purpose, Leased Space	Total	1,290,813	-	2,090,839	193,000	193,000
	FTE	-	-	-	-	-
	GF	563,490	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	727,323	-	2,090,839	193,000	193,000
	FF	-	-	-	-	-
(5) Office of Information Technology, (B) Computer Center Services, (1) Computer Services, Operating Expenses	Total	5,761,199	-	5,761,199	(101,250)	(101,250)
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	2,328	-	2,328	-	-
	RF	5,758,871	-	5,758,871	(101,250)	(101,250)
	FF	-	-	-	-	-
(5) Office of Information Technology, (C) Network Services, (1) Network Services, Operating Expenses	Total	16,200,371	-	16,200,371	(33,750)	(33,750)
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	1,200,000	-	1,200,000	-	-
	RF	15,000,371	-	15,000,371	(33,750)	(33,750)
	FF	-	-	-	-	-
(E) Colorado Benefits Management System, Operating Expenses	Total	19,007,729	-	19,127,288	(58,000)	(58,000)
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	19,007,729	-	19,127,288	(58,000)	(58,000)
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: [x] No: [ ] **If yes, describe the Letternote Text Revision:**
An annotation should be added to the Governor's Office Leased Space line item to indicate that "of this amount $58,000 shall be from appropriations made to the Departments of Human Services & Health Care Policy & Financing for the Colorado Benefits Management System (CBMS)"

Cash or Federal Fund Name and COFRS Fund Number: COFRS Fund 613 (IT Revolving Fund)

Reappropriated Funds Source, by Department and Line Item Name: User charges

Approval by OIT? Yes: [x] No: [ ] Not Required: [ ]

Schedule 13s from Affected Departments: N/A

Other Information:

GOVERNOR'S
OFFICE OF INFORMATION TECHNOLOGY

John W. Hickenlooper
Governor

Kristin Russell
State CIO/Secretary of Technology

FY 2012-13 Funding Request
November 1, 2011

Department Priority: R - 1
Request Title OIT Leased Space Expansion

Summary of Incremental Funding Change for FY 2012-13	Total Funds	Re-Appropriated funds
OIT Leased Space Expansion	$0	$0

Request Summary:
This request identifies the necessary budget adjustments within OIT to facilitate leased space expansions to accommodate CBMS program needs, and OIT consolidation objectives. This request is completely budget neutral as the request reduces OIT base operating appropriations to the same extent that the Governor's Office Leased Space line item increases in a corresponding amount.

The request addresses a lack of sufficient space to accommodate staff resources centralized in OIT's headquarters location. OIT recognized this need and identified an opportunity to realize the associated benefits and staff efficiencies while minimizing the need for new state appropriations by funding the request from within existing continuation appropriations.

The adjustments identified are reductions to OIT and CBMS operating line items in the total amount of $193,000 re-appropriated funds with an increase in the same amount to the Governor's Office Leased Space line item.

Background
In conjunction with the statewide IT consolidation implemented pursuant to SB 08-155, OIT submitted a FY 08-09 Decision Item request to consolidate multiple disparate locations at OIT's current primary location, the Pearl Plaza at 601 East 18th Avenue in downtown Denver. This request was approved by the General Assembly and OIT has occupied the space since spring of 2009. As the IT consolidation matured, two primary issues combined to result in additional space needs for OIT.

First, the CBMS program required a small amount of additional space to accommodate both State staff and contractors. Space was available at the Pearl Plaza location to accommodate an additional ~3,500 square feet of rentable space for the program at Pearl Plaza. The total increase in FY 12-13 OIT leased space costs as a result totals $58,000. For FY 12 the CBMS program will reimburse OIT for this obligation from the CBMS operating expenses line item. Beginning in FY 13, this request seeks a budget neutral adjustment that reduces the CBMS operating line item by this $58,000 amount with a corresponding increase to the Governor's Office Leased Space line item.

Second, OIT has determined that it will require additional leased space for consolidated staff at the same location. Again, the budget adjustment is completely neutral, requiring a reduction in OIT base operating appropriations as outlined on the attached schedule 13, with a corresponding increase to the Governor's Office Leased Space line item. The adjustment identified totals $135,000 of re-appropriated funds, which are again not new State moneys, and the additional leased space costs will be billed to OIT customers

as overhead in the same fashion that the operating costs were historically recovered.

Consequences if not Funded:

This request is budget neutral and to not approve and fund this request would be contrary to the Governor's mission to support the mission of IT consolidation.

Assumptions for Calculations:

Pearl Plaza –

- Amounts identified are based on actual cost proposals from current landlord and would allow for occupancy by or before July 1, 2012 in the case of OIT; and
- For OIT – CBMS space expansion, the Office of the State Controller has already approved the amendment to the lease that addresses this space increase and the space is occupied by the State as of August 1, 2011.

Impact to Other State Government Agency:
The OIT space expansion at the Pearl Plaza has no impact to other agencies financially and should provide operational efficiencies and benefit within existing resources that are already appropriated and billed to state agency customers.

Additionally, with this request, there is a reduction in the OIT CBMS line item, with a corresponding increase in the Governor's Office Leased Space line item. Therefore, a reduction in the Department of Human Services CBMS operating appropriation is not needed since the same overall level of funding is required.

Cash Fund Projections:
Not applicable

Relation to Performance Measures:
This request directly supports OIT's value proposition and our six core strategic priorities as identified in the OIT Playbook.

Supplemental, 1331 Supplemental, or Budget Amendment Criteria:
Not applicable

Current Statutory Authority or Needed Statutory Change:
No statutory change is required to proceed with this request. The ability for an Executive Director to make determination associated with administrative costs required to satisfy a department, agency, or office's core mission is standard statutory authority.

Schedule 13
Funding Request for the 2012 Budget Cycle

Department: Governor's Energy Office
Request Title: Energy Policy Development and Implementation
Priority Number: R-1

Dept. Approval by: 10-27-11 Date

OSPB Approval by: 10/27/11 Date

- ☑ Decision Item FY 2012-13
- ☐ Base Reduction Item FY 2012-13
- ☐ Supplemental FY 2011-12
- ☐ Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	1,140,752	-	3,517,413	3,059,151	3,059,151
	FTE	26.1	-	11.6	20.7	20.7
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	3,059,151	3,059,151
	RF	-	-	-	-	-
	FF	1,140,752		3,517,413	-	-
(1) Office of the Governor, (C) Governor's Energy Office, Program Administration	Total	1,123,339	-	3,500,000	2,993,283	2,993,283
	FTE	26.1	-	11.6	20.7	20.7
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	2,993,283	2,993,283
	RF	-	-	-	-	-
	FF	1,123,339	-	3,500,000	-	-
(1) Office of the Governor, (C) Governor's Energy Office, Legal Services for 1,100 hours	Total	17,413	-	17,413	65,868	65,868
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	65,868	65,868
	RF	-	-	-	-	-
	FF	17,413	-	17,413	-	-

Letternote Text Revision Required for FY 2011-12? Yes: ☐ No: ☑
Letternote Text Revision Required for FY 2012-13? Yes: ☐ No: ☑
Cash or Federal Fund Name and COFRS Fund Number: Limited Gaming Funds
Reappropriated Funds Source, by Department and Line Item Name:
Approval by OIT? Yes: ☐ No: ☐ Not Required: ☑
Schedule 13s from Affected Departments: Department of Law
Other Information:

GOVERNOR'S ENERGY OFFICE

FY 2012-13 Funding Request
November 1, 2011

John W. Hickenlooper
Governor

Tanuj Deora
Executive Director

Department Priority: R-1
Request Title: Energy Policy Development and Implementation

Summary of Incremental Funding Change for FY 2012-13	Total Funds	General Fund	FTE
Energy Policy Development and Implementation	$3,059,151	$0	20.7

Request Summary:
The Governor's Energy Office requests $3,059,151 in Limited Gaming Funds and 20.7 FTE to further develop markets in Colorado's energy sector. With this request, GEO proposes to amend statute to reinstate an annual appropriation from the state share of the Limited Gaming Fund to a newly created fund. GEO will use the funds to advance energy efficiency and the use of clean and renewable energy in Colorado, a spectrum of resources that include solar and wind energy, natural gas, and clean coal technology among others. Advancing the Colorado electricity generation and transportation energy markets will enhance energy security, manage consumer costs, protect the environment, and create jobs.

The generation and consumption of energy has vast implications for the health and safety of our State: our economy, our environment, and our citizens. Energy represents approximately 10% of Colorado's economy, nearly $24 billion in economic activity.

Recently, Colorado has taken a unique national leadership in advancing all levels of clean energy from wind and solar to natural gas and clean coal technologies. Colorado has an excellent opportunity to grow and improve our energy market, but various factors prevent the natural expansion of this sector. These factors include market barriers, regulatory obstacles, biased information, and lack of awareness. GEO has cultivated an exceptional set of skills in-house that will address these barriers.

Originally formed by Executive Order in 1977, the precursor to GEO was charged with improving energy resource conservation. The mission of the office has evolved since that time to include energy efficiency and promotion of clean and renewable energy resources.

To support their evolving missions, GEO has also relied on a similarly evolving source of funds including the Petroleum Violation Escrow, annual federal grants, Limited Gaming Funds, and most recently, the American Recovery and Reinvestment Act (ARRA). With these funds, GEO implemented a number of successful programs, including:

- Revolving loan fund for energy projects
- Energy performance contracting
- Weatherization
- Energy Star mortgages

In their successful execution of the above programs, GEO built up technical capacity and a strong foundation of expertise in the energy industry. Additionally, GEO has received national recognition for their efforts, leading to Colorado's current standing as a leader in development and deployment of renewable energy.

With the expiration of ARRA funds and the restructuring of Limited Gaming Funds in the 2011 legislative session, GEO is seeking funding to support the unique opportunity this state has in developing the energy sector. Although the previous funding base has disappeared, the need for GEO's presence in the energy sector has not. As Colorado's population grows from 5 million to an expected 8.1 million people in 2040, demand and consumption of energy will grow as well.[i] More than ever, GEO's presence is necessary to ensure the wise use of our resources. GEO will use the requested funds to work with both the public and private sector in overcoming the obstacles to energy efficiency and clean, renewable sources of energy. Ultimately, GEO's efforts will lead to job creation as business opportunities related to development of renewable and clean energy grow; greater energy security as Colorado increases its reliance on domestic and in-state resources; stable consumer costs over time as market barriers for clean energy are reduced; and an improved environment as energy efficiency, clean technology, and renewable sources displace emission-heavy sources.

GEO has developed 8 projects for FY12-13 related to distinct market barriers. GEO will capitalize on their own distinctive position and expertise to be able to make tangible progress on the following topics.

1. <u>Facilitating Development of the Electric Power Market towards a Balanced Energy Portfolio</u>

   Market Barriers: All actors within the electric power sector have a narrowly focused perspective and incentive structure, meaning the broad, long-term objectives of Colorado citizens may not be met without an approach that balances consumer costs, the environment, jobs, and energy security.

   GEO's Value Added: GEO brings a statewide view, an emphasis on transparency, and the technical skills necessary to advocate in favor of a holistic approach to the future of electricity generation.

   Project: With the requested funds, GEO will advocate on behalf of the consumers of Colorado to ensure an affordable, clean, and reliable power sector. GEO will continue their strong work as an intervener at the PUC on behalf of the holistic needs of the state. GEO will also develop a model of the power sector. With this modeling in hand, GEO will engage utility companies and other stakeholders to discuss the future of the electric power sector. A valid, useable power sector model will be an incredibly helpful tool within GEO to promote transparency in the utility regulation process, helping to reveal cost to consumers and environmental impacts of utility investment decisions. Finally, GEO will continue to partner with the Division of Emergency Management to maintain and, if need be, implement the state's Energy Assurance Plan, our response to disaster and emergency threats to our state that have an impact on the electricity grid.

   Request for Activity #1:
   $422,896
   - 2.7 FTE at a cost of $247,792
   - $175,104 in program costs.

2. <u>Diversifying Colorado's Transportation Fuels Portfolio</u>

   Market Barriers: In order to transition away from imported oil, consumers must have the fuel, the vehicles, and the fueling infrastructure to support any new transportation fuels. This leads to a core chicken-and-egg problem, where organizations in one area will not invest until investments are made in the other areas.

   GEO's Value Added: GEO will act as a convener and a central point of knowledge to coordinate private and public investments in fueling infrastructure, vehicle conversion and

development, and fuel sources. GEO also has financing skills learned from other sectors that can be applied to large capital projects in the transportation market.

Project: With the requested funds, GEO will lead a coalition of public and private sector fleet managers, vehicles manufacturers, engine conversion companies, electric and natural gas utilities, and fuel suppliers to coordinate investments in alternative fuels such as compressed natural gas and electric vehicles. This coalition will make policy and regulatory recommendations to the executive and legislative branches that will help lower market barriers that are preventing widespread use of alternative fuels. The GEO transportation team will advise the coalition on investment opportunities both on a small scale – ensuring that there are sufficient vehicles converting to alternative fuels to support an investment in fueling infrastructure – and on the large scale – ensuring that the fueling infrastructure can support both intrastate and interstate travel using alternative fuels.

Request for Activity #2:
$198,069

- 2.1 FTE at a cost of $198,069
- No associated program costs.

3. Unlocking the Potential of Residential, Small Commercial, and Agriculture Energy Efficiency

Market Barriers: Within the real estate market there is a lack of information and standardization about the long-term cost savings and environmental benefits to improving energy efficiency. Because of this lack of information, green upgrades made to a property are not fully incorporated into the market value of that property. Since property owners cannot easily recoup the value of green upgrades in the sale price of their property, they have far less incentive to make those upgrades. Also, there is limited expertise in the real estate financing community about the new financing mechanisms available for green properties and energy efficiency upgrades.

GEO's Value Added: GEO has the technical expertise in financing, energy education, and building sciences to coordinate a program which will educate appraisers, realtors, financiers, and property owners on how to monetize green upgrades into property values so property owners can realize the financial benefits of those upgrades. GEO also has the knowledge of and relationship with the myriad of organizations that work on housing, energy efficiency, and financing.

Project: GEO requests funding to implement programs that target these valuation and financing barriers. GEO will train realtors on including green characteristics on their real estate listings. GEO will train appraisers and county assessors on how to incorporate green features in picking comparable properties, increasing the likelihood that these features will be reflected in the market value. GEO will train loan officers on Energy Saving Mortgages and green interest rate buy-down programs.

Request for Activity #3:
$432,069

- 2.2 FTE at a cost of $204,469
- $227,600 in program costs.

4. Developing Transmission for Internal and External Electricity Markets

Market Barriers: With our vast natural resources, Colorado is well positioned to be a regional leader in renewable energy production. Renewable energy also presents an excellent economic development opportunity in rural Colorado – from wind farms on the Eastern Plains to solar arrays in Southern Colorado. Yet, one of the largest barriers to these projects is the lack of electricity transmission infrastructure or even

an electricity transmission plan. Without necessary transmission, new renewable projects will struggle to come online.

GEO's Value Added: GEO's greatest asset to transmission planning is the holistic view the office takes – incorporating statewide concerns about reliability, consumer costs, and environmental issues. GEO also has the in-house expertise to be able to navigate this complicated world of overlaying federal and state rules, regulated and unregulated utility companies, and land use concerns.

Project: GEO will use the requested funds to monitor and report on transmission development and ensure that these entities are planning, permitting, and paying for infrastructure investments in alignment with the interests of the people of Colorado. In doing so, GEO will promote the cost-effective and timely development of transmission markets and infrastructure.

Request for Activity #4:
$67,146

- .5 FTE at a cost of $63,360
- $3,786 in program costs.

5. Greening Government

Market Barriers: A major barrier to improving energy efficiency is a simple lack of information. State agencies cannot effectively manage their energy use without usage data.

GEO's Value Added: GEO has a track record as an energy-use consultant that can help agencies track energy usage and take steps to improve their energy use.

Project: GEO will use these funds to complete implementation of EnergyCAP, a utility management tool. EnergyCAP enables state agencies to decrease utility costs and manage resource consumption. Additionally, GEO will use the funds to implement an electronic data interchange (EDI) to allow agencies who have implemented EnergyCAP to receive and process Xcel energy bills and payments within EnergyCAP. Finally, this request would fund a review of state procurement rules and practices, state law, and the state constitution to identify barriers to implementing innovative resource efficiency projects.

Request for Activity #5:
$118,016

- 1.3 FTE at a cost of $118,016
- No associated program costs.

6. Public Sector Resource Efficiency Energy Performance Contracting (EPC)

Markets Barriers: The capital costs associated with green upgrades are often prohibitively expensive. Organizations are not willing to invest in building retrofits if the cost of capital exceeds any benefit they may receive in energy savings.

GEO's Value Added: Since 1995, GEO has managed a program which allows local governments, K-12 schools, and institutions of higher education to take advantage of Energy Performance Contracts (EPCs). EPCs are a financing mechanism that funds capital improvements purely through savings realized on energy bills, often with no up front costs. Thus organizations have an incentive to retrofit their buildings, as they will reap benefits to their building and on their energy bills with no added costs to taxpayers. The annual cost savings reaped by school districts that have participated in EPC is enough money to fund 111.5 teachers.

Projects: GEO will use the requested funds to continue the administration of the EPC program. The EPC program oversees approximately $40 M in green retrofitting every year in local government and schools. GEO will use the funding to maintain their role as a third party administrator, ensuring

high quality for both the local government and the contractors. Because there is limited regulation and no industry accepted standards, both industry and customers rely on the objectiveness, technical expertise, and oversight that GEO brings to this market. GEO will also use staff time to establish a self-funding mechanism for the EPC program in FY13-14.

Request for Activity #6:
$330,768

- 1.0 FTE at a cost of $90,736
- $240,031 in program costs.

7. Economic Development through Innovation in the Energy Market

Market Barriers: Colorado has a strong foundation of research universities, national laboratories, and private sector research facilities, but a generally perceived gap in turning the science from those assets into commercial products and larger economic activity (namely commercial investments and job creation).

GEO's Value Added: Within their staff, GEO has both business and technical expertise that will promote Colorado's burgeoning cleantech industry to local industry partners, potential investors, and international markets. GEO will also provide technical guidance to the Office of Economic Development and International Trade in their analysis of the energy industry as a potential cluster industry critical to Colorado's economy.

Project: GEO will partner with OEDIT's Innovation Initiative in supporting Colorado's innovation ecosystem. In doing so, GEO will provide technical expertise to analyze the barriers to technology development, including workforce availability, regulatory barriers, and access to capital. GEO will also work from the Bottom-Up Economic Development Blueprint supporting innovation through tailored help to companies, industries, communities, and government partners.

Request for Activity #7:
$300,064

- 3.1 FTE at a cost of $300,064
- No associated program costs.

8. Energy Policy Development

Market Barriers: Each state has different policies and regulations, and thus there are best practices we can draw from other states, just as other states have drawn upon Colorado's distinct policy leadership.

GEO's Value Added: GEO has a highly trained policy staff with excellent connections in government and industry at all levels and across the United States.

Project: GEO policy staff will continue to develop innovative policies that will maintain Colorado's place as an energy industry leader. GEO will advise state officials, local governments, and the Congressional delegation on policies and will help to coordinate policy across government levels. GEO staff will also draw on lessons learned from other states to continuously improve upon the Colorado policies and regulations that impede further development of the energy sector.

Request for Activity #8:
$372,984

- 3.3 FTE at a cost of $342,984
- $30,000 in program costs.

Anticipated Outcomes:
GEO's use of funds will increase the deployment of renewable and clean energy in the market and increase energy efficiency. In doing so, GEO's activities will enhance Colorado's energy security, lower consumers costs, create jobs, and protect our environment.

Enhanced Energy Security
Colorado obtains energy from a variety of sources, many of which come from out of state or overseas. For example, despite being an oil and gas producing state, we import nearly 80% of our transportation fuel. Relying on outside fuel sources diminishes the security and reliability of Colorado's energy. Decreasing energy consumption through energy efficiency reduces this risk. Additionally, Colorado has abundant local energy sources with which we can generate power. These sources include natural gas, wind, woody biomass, coal, and solar power, to name a few. Generating power with sources of energy derived in Colorado will add security to our State's energy supply.

Consumer Cost Management
Coloradans spend more than $17 billion on energy to generate power in their homes, businesses, and cars. Energy efficiency decreases consumer costs by decreasing the actual consumption of energy. Reducing market barriers for a diverse set of new energy sources will encourage a competitive energy market to keep energy prices low. And low energy prices will power both our lives and our economy.

Job Creation
The energy industry accounts for 10% of Colorado's economy and contributes more than $24 billion to the State's GSP. Developments in the industry can have profound impacts on the State's economic health, and the potential for growth in the energy sector is quite large. Examples for job creation abound in the energy sector. Industries across our state can fill a gap in both fuel needs and emission technology – wind and solar power, natural gas suppliers, and clean coal technology companies. As our country attempts to move away from imported oil, we will look to our own technology and resources to fill that gap, be it car battery technology or natural gas fuels. Those types of projects represent major opportunity for the Colorado economy to grow.

Environmental Protection
Energy consumption impacts the environment in the form of emissions. Depending on the source, this can mean the release of CO_2, mercury, SOx, and NOx into the air all Coloradan's breathe. A diversified fuel source and energy technology are key to ensuring we have the highest environmental quality within our state.

Assumptions for Calculations:
GEO based the calculations for this request on past experience and projected need. In doing so, GEO assumed an FTE level of 20.2 in 2012-13.

Activity	Program Funds	FTE Funds	FTE
1. Electric Power Sector Market Development	$ 175,104	$ 247,792	2.7
2. Diversifying Colorado's Transportation Fuels Portfolio	$ 0	$ 198,069	2.1
3. Unlocking the Potential of Energy Efficiency	$ 227,600	$ 204,469	2.2
4. Transmission Development	$ 3,786	$ 63,360	0.5
5. Greening Government	$ 0	$ 118,016	1.3
6. Energy Performance Contracting	$ 240,031	$ 90,736	1.0
7. Energy Market and Economic Development	$ 0	$ 300,064	3.1
8. Energy Policy Development	$ 30,000	$ 342,984	3.3
9. Overhead & Support	$ 451,351	$ 365,788	4.5
Subtotal	$ 1,127,872	$ 1,931,279	
Total Request	**$3,059,151**		**20.7**

The following exhibits provide additional information on the assumptions GEO used in calculating this request:

- Exhibit A – Summary of Calculations
- Exhibit B – Activity Descriptions
- Exhibit C – FTE Calculations

- Exhibit D – FTE Program Allocation
- Exhibit E – Travel Costs

Consequences if not Funded:
While other state entities, most prominently the PUC, CDPHE, and DNR, are involved in regulating the energy industries in Colorado, none of these agencies promote this key sector of the state's economy as part of their core function. GEO therefore serves a vital role in developing the state's complex $24 billion energy markets to maximize prosperity for all Coloradans. Over the last several years, GEO has partnered with energy stakeholders as the state has expanded Colorado's traditional energy strength from fossil fuel extraction and power generation to include a strong renewable energy and energy efficiency industry sector. These efforts have resulted in approximately $5 billion of private investment in the state.

GEO will be reduced to primarily a federally-funded Weatherization-only agency without the state funding requested in this document. Without the projects proposed above, the market barriers outlined would continue to go unchecked and Colorado residents would not be able to reap the benefits of an improved energy sector.

As a result, the state of Colorado will miss opportunities to create new jobs in the electric power and natural gas industries, will remain dependent on vulnerable and volatile imported fuels, spend hundreds of millions of dollars on uneconomic and unnecessary energy consumption, and lag instead of lead on energy performance.

Finally, Colorado is also viewed as a national leader in energy. We have developed a distinct niche for our state that has led to companies like General Electric, Vestas, and Solix Biofuels to expand into our state during the worst economy in three generations. Also, as the natural gas industry continues to expand with new technology and new gas plays across the US, the industry has not settled on the Natural Gas Capital, like the Texas cities have become the Oil Capitals of the US. Colorado can and should become the center of the US natural gas industry.

Without a serious, continued investment by the state in energy development, Colorado will lose the precious ground we have gained and will miss the opportunities that lay directly ahead of us.

Current Statutory Authority or Needed Statutory Change:
Per C.R.S. § 24-38.5-101, GEO's statutory mission is to advance energy efficiency and renewable, clean energy resources in Colorado.

With this request, GEO proposes to amend statute to reinstate an annual appropriation from the state share of the Limited Gaming Fund established in CRS §12-47.1-701(1)(d)(I) to a newly created fund. Under the current forecast, this will affect the General Fund portion of the state share of Limited Gaming Funds.

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[i] State Demographer's Office

Exhibit A: Summary of Calculations

FY 2012- 13 General Fund Budget Request	Requested amount			Source Documentation
Program & Policy Implementation Expenses	**Programmatic Costs**	**FTE Costs**	**FTE**	
1. Electric Power Sector Market Development	$ 175,104	$ 247,792	2.7	Exhibits B, C, D
2. Diversifying Colorado's Transportation Fuels Portfolio	$ -	$ 198,069	2.1	Exhibits B, C, D
3. Unlocking the Potential of Residential and Small Commercial Energy Efficiency	$ 227,600	$ 204,469	2.2	Exhibits B, C, D
4. Developing Transmission for Internal and External Electricity Markets	$ 3,786	$ 63,360	0.5	Exhibits B, C, D
5. Public Sector Resource Efficiency (Greening Government)	$ -	$ 118,016	1.3	Exhibits B, C, D
6. Public Sector Resource Efficiency Energy Performance Contracting (EPC)	$ 240,031	$ 90,736	1.0	Exhibits B, C, D
7. Energy Market and Economic Development	$ -	$ 300,064	3.1	Exhibits B, C, D
8. Energy Policy Development	$ 30,000	$ 342,984	3.3	Exhibits B, C, D
Overhead & Support				
Leased Space	$ 135,000			Actual cost per existing lease - $15,000 per month (75% non-WX)
Legal Hours	$ 10,978			145 legal hours for contract assistance
Fleet Vehicle	$ 33,591			GEO 2006 Toyota Prius - vehicle lease $16,175 + variable $17,415
Travel	$ 173,462			Exhibit E - Travel Costs
Dues and Memberships	$ 90,000			Funds to be used to participate in the following organizations and events: New Energy Summit, Colorado Oil & Gas Association, National Association of State Energy Officials, Renewable & Sustainable Energy Institute, Clean Cities, National Renewable Energy Lab (NREL)Growth Forum, Alliance Roundtables, Colorado Renewable Energy Society, Catamount Institute, Colorado Solar Energy Industries, Geothermal Working Group, Solar Thermal Working Group, Small-Hydro Working Group, Western Governors' Association Western Interstate Energy Board (WIEB), Western Electricity Coordinating Council
Temporary Services	$ 8,320			Temp accounting assistance at state year-end close out $26/hour 320 hrs
Overhead & Support FTE		$ 365,788	4.5	
Subtotal	**$ 1,127,872**	**$ 1,931,279**	**20.7**	
TOTAL REQUEST	**$ 3,059,151**			

Exhibit B: Activity Descriptions
Activity 1: Facilitating Development of the Electric Power Sector Towards a Balanced Energy Portfolio

	Total Funds	FTE
Program Costs	$175,104	
FTE Costs	$247,792	
TOTAL ACTIVITY COST	$422,896	2.7

GEO requests 2.7 FTE and $422,896 in new Limited Gaming Funds to advocate on behalf of consumers using a holistic approach to the future of energy generation that will ensure affordable, clean, and reliable power generation for the entire state. With the requested FTE and programmatic costs, GEO will address these market barriers in a multi-pronged approach outlined below.

In the electric power sector, there is a multitude of different organizations, all of which have a narrowly tailored focus. For example, investor-owned utilities such as Xcel or Black Hills will advocate for the needs of their service districts, but the areas outside of their service districts also lies outside of their purview. The Public Utilities Commission (PUC) oversees approximately 60% of Colorado's electric utility market, and the commission can only act on the dockets and the evidence presented to them by the staff or outside organizations.

GEO thus is in a unique position to advocate on behalf of the greater needs of the state. GEO has technical expertise necessary to navigate the complicated, interconnecting worlds of power generation that includes multiple levels of government, private and municipal power companies, and business and residential electricity consumers across the state. GEO promotes transparency in a process that is typically opaque to consumers, business leaders, and policymakers. GEO is also integral in assuring reliability of the electricity grid in emergencies; GEO, in coordination with the Division of Emergency Management, revises and, if necessary, implements the State Energy Assurance Plan. The Energy Assurance Plan is Colorado's response to disasters, both natural and man-made, to ensure that the electricity grid continues to function. Most importantly, GEO has a broad, statewide perspective that is not found among the many players in this field. Because of their holistic view of the electric power sector, GEO can balance concerns about consumer costs, system reliability, and the environment. GEO proposes two main projects to promote transparency and balance in the electric power sector. GEO will:

A. Intervene at the PUC on gas and electricity case. Under their statutory authority granted per CRS §40-6-108(2)(b), GEO will engage with industry experts to develop a broadly applicable, defensible, and transparent framework. GEO will use this framework to clearly identify the societal benefits, such as reduced pollution and long-term lower costs. Equipped with GEO's analysis, the PUC will make more informed decisions in their regulation of the electric power sector.
B. Develop an in-depth model of Colorado's electric power sector that will be vetted by relevant parties through a stakeholder engagement process with the goal of modeling balanced energy portfolio. The model will encompass all inputs into the electricity system from fuel and capital costs to environmental and health costs. By establishing model of this sort, stakeholders will bring transparency to the costs and benefits of different fuel portfolios. A model fully vetted by relevant stakeholders will be an invaluable tool to meet the transparency challenges outlined in project 1A as GEO

intervenes at the PUC. The funds proposed as part of this project will be put toward workshops with relevant stakeholders to vet the model and a statewide tour to findings of the stakeholder engagement process.

Assumptions for Calculations:

A.) PUC Intervention		
	Subject matter experts (840 hours, $120 per hour)	$ 100,800
	Legal hours from the Attorney General's Office (675 hours, $75.71 per hour)	$ 51,104
	Subtotal A	*$ 151,904*
B.) Electric Power Sector Model		
	Facilitator for workshops (320 hours, $60 per hour)	$ 19,200
	Space rental for workshops (4 workshops, $500 per workshop)	$ 2,000
	Space rental for statewide tours (8 tours, $250 per tour)	$ 2,000
	Subtotal B	*$ 23,200*
ACTIVITY 1 PROJECT COSTS		**$ 175,104**

Exhibit B: Activity Descriptions
Activity 2: Diversifying Colorado's Transportation Fuels Portfolio

	Total Funds	FTE
Program Costs	$0	
FTE Costs	$198,069	2.1
TOTAL ACTIVITY COST	$198,069	2.1

GEO requests 2.1 FTE and $198,069 in new Limited Gaming Funds to increase the use of alternative transportation fuels in Colorado. Alternative fuels include natural gas, electricity, biofuels, and hydrogen. The requested FTE will work with vehicle manufacturers, engine conversion companies, electric and natural gas utilities, and fuel suppliers and distributors to develop solutions to overcome market barriers preventing the success of alternative fuels.

Colorado currently imports nearly 80% of its transportation fuel, which roughly equates to an economic outflow of approximately $8 billion a year in fuel purchases alone. Heavy reliance on imports also creates a strong dependence of the state's economic well-being on oil's continued availability and affordability. In order to transition away from imported oil, consumers must have the fuel, the vehicles, and the fueling infrastructure to support any new transportation fuels. This leads to a core chicken-and-egg problem, where organizations in one area will not invest until investments are made in the other areas. GEO has received a great deal of interest from various transportation fuels industry participants who see GEO as a natural and neutral convener on this topic. GEO can act as an organizer and a central point of knowledge to coordinate private and public investments in fueling infrastructure, vehicle conversion and development, and fuel sources.

The FTE supporting this activity will organize and lead stakeholder workshops to bring together decision makers from state and local government, K-12 schools, higher education, private sector fleets, vehicle manufacturers, equipment providers, and fuel providers. Workshops will focus on developing policy solutions that address obstacles to alternative transportation fuel deployment and identify current opportunities to overcome these obstacles. Convening in this manner will allow participants to understand and act on the opportunities for their particular needs. For example, local governments may ban together after the workshop to enter into a collaborative purchase of a compressed natural gas (CNG) city buses. A collaborative purchase would increase the number of buses purchased, thus allowing the local governments to take advantage of volume pricing.

Exhibit B: Activity Descriptions
Activity 3: Unlocking the Energy Efficiency Potential of Colorado's Residential, Small Commercial, and Agriculture Sectors

	Total Funds	FTE
Program Costs	$227,600	
FTE Costs	$204,469	
TOTAL ACTIVITY COST	$432,069	2.2

GEO requests 2.2 FTE and $432,069 in new Limited Gaming Funds to create programs to reduce market barriers in residential, small commercial, and agricultural energy efficiency. With the requested FTE and programmatic costs, GEO will address these market barriers in a multi-pronged approach outlined below.

Within the real estate market, there is a lack of information and standardization about the long-term cost savings and environmental benefits to improving energy efficiency. Because of this lack of information, green upgrades made to a property are not fully incorporated into the market value of that property. Since property owners cannot easily recoup the value of green upgrades in the sale price of their property, they have far less incentive to make those upgrades. Yet, energy efficiency upgrades also offers unique opportunities for financing, as the cost savings in energy can be creatively applied toward financing the capital costs of the upgrades. As these financing mechanisms are relatively young, real estate lenders have not yet developed sufficient expertise to be able to widely offer these financing mechanisms.

Overcoming the valuation and finance barriers presents a primary focus of GEO's activities and funding request. This will require engagement by GEO with the five key elements of the property valuation equation – sellers, realtors, buyers, appraisers, and underwriters – in a coordinated effort with the impacted industries, the Federal government, not-for-profits, and local governments. GEO will:

A. Develop and execute a training program for real estate professionals on using "Green" Multiple Listing Service (MLS) fields. A fully utilized Green MLS listing allows homebuyers to compare properties easily on their green features in an apple-to-apples format. This also allows appraisers to more easily reflect the market value of homes that have similar green features.
B. Develop and execute a training program for appraisers and county assessor offices to a) understand how to evaluate energy saving features of residential, commercial, and agricultural property, and b) incorporate energy saving features into their selection of comparable properties in order to capture energy performance in the market value.
C. Create a training curriculum and certification for lenders, which will provide loan officers with sufficient training on energy consumption within homes and businesses. The goal is to expand lender participation in the ENERGY STAR/Energy Saving Mortgage (ESM) program, a program that allows consumers to finance energy efficiency through their home mortgage.
D. Match ENERGY STAR builders with willing and knowledgeable financial institutions to expand financing options for potential green homebuyers. An example of one such financing mechanism is banks offering a lower interest rate to buyer of green homes, as the financial savings from lower energy costs make the owner a less risky investment for the bank.

E. Develop relationships with banks to tap the otherwise un-utilized Green Colorado Credit Reserve Program (GCCR), a $1 million ARRA-funded loan loss reserve designed to leverage private capital 6:1 to support investment in high energy performing properties. In partnership with the Colorado Housing Finance Authority, this program was designed to support financing for energy efficiency upgrades in small commercial real estate.
F. If Congress restores the Property Assessed Clean Energy (PACE) program, GEO would shift focus to provide technical assistance to communities that decide to implement the program. PACE financing allowed local communities to amortize energy retrofitting costs to the annual property tax bill, with the loan attached to the property rather than the owner. PACE has been suspended by federal housing authorities because of mortgage concerns, but Congress is considering legislation to reinstate the program.
G. Conduct two studies on the energy use in the industrial and agricultural markets to find opportunities for energy improvements.
H. Provide funding to DOLA to for energy code training. DOLA currently works with local building code officials and GEO proposes using these program funds to supplement DOLA's building code program with information for districts implementing or improving their energy code. This funding will provide training to 100 of the 332 local code jurisdictions in Colorado on the energy benefits of updating to the International Energy Conservation Code 2009 and the costs associated with implementing this modern code.

Assumptions for Calculations:

A.) Green MLS Training for 200 realtors		
Facilitator for trainings (10 trainings, $2,500 per training)	$	25,000
Layout of materials ($2,500)	$	2,500
Printing of materials (200 binders, $20 per binder)	$	4,000
Subtotal A	*$*	*31,500*
B.) Energy Efficiency Valuation Training for 200 appraiser, 50 county assesor staff		
Facilitator for trainings (10 trainings, $2,500 per training)	$	25,000
Layout of materials ($2,500)	$	2,500
Printing of materials (200 binders, $20 per binder)	$	4,000
Subtotal B	*$*	*31,500*
C.) ENERGY STAR/Energy Mortgage Certification Program for 100 Lenders		
Facilitator for trainings (10 trainings, $2,500 per training)	$	25,000
Layout of materials ($2,500)	$	2,500
Printing of materials (100 binders, $20 per binder)	$	2,000
Subtotal C	*$*	*29,500*
E.) Green Colorado Credit Reserve Program Marketing		
Advertisements (5 ads, $1,000 per ad)	$	5,000
Subtotal E	*$*	*5,000*
G.) Colorado Industrial and Agricultural Studies		
Complete 2 studies (1,333 hours, $75.00 per hour)	$	100,000
Subtotal G	*$*	*100,000*
H.) Energy Code Training for 100 Local Jurisdictions		
Trainings (100 trainings, $301 per training)	$	30,100
Subtotal H	*$*	*30,100*
ACTIVITY 3 PROJECT COSTS		**$227,600**

Exhibit B: Activity Descriptions

Activity 4: Developing Transmission for Internal and External Electricity Markets

	Total Funds	FTE
Program Costs	$3,786	
FTE Costs	$63,360	
TOTAL ACTIVITY COST	$67,146	0.5

GEO requests 0.5 FTE and $67,146 in new Limited Gaming Funds to promote the cost-effective and timely development of transmission markets and infrastructure. With the requested FTE and programmatic funds, GEO will publish a report recommending transmission development and will coordinate with relevant government entities to promote optimal siting for new transmission.

With our vast natural resources, Colorado is well positioned to be a regional leader in renewable energy production. Renewable energy also presents an excellent economic development opportunity in rural Colorado – from wind farms on the Eastern Plains to solar arrays in Southern Colorado. Yet, one of the largest barriers to these projects is the lack of electricity transmission infrastructure or even an electricity transmission plan. Without statewide coordination of a transmission plan, utilities will bring new transmission online as needed for projects ending in a piecemeal, illogical transmission map. This leads to a transmission system with reliability challenges and will falsely overprice renewable energy projects that usually need new transmission infrastructure.

GEO helps overcome these market barriers by providing a coordinated view of the transmission needs and potential all across the state. GEO has the technical expertise to monitor the topic to ensure that the overlapping entities are developing infrastructure with the highest possible levels of reliability, economic efficiency, and environmental performance.

The FTE supporting this activity will publish a report of recommendations for the further development of high-voltage transmission. The report will cover all aspects of transmission development, from planning, to permitting, to paying for infrastructure investments. GEO will also participate in Western Interstate Energy Board and monitor industry data through subscriptions and GIS mapping. GEO will promote best siting practices for new transmission such that the interests of local stakeholders, potential investors, Colorado consumers, and environmental concerns are all considered. The associated project costs will provide GEO with legal hours from the Attorney General's office for transmission permitting improvement efforts.

Assumptions for Calculations:

Estimated Legal Costs for Transmission Permit Improvements		
Legal hours from the Attorney General's Office (50 hours, $75.71 per hour)	$	3,786
ACTIVITY 4 PROJECT COSTS	**$**	**3,786**

Exhibit B: Activity Descriptions
Activity 5: Greening State Government

	Total Funds	FTE
Program Costs	$0	
FTE Costs	$118,016	
TOTAL ACTIVITY COST	$118,016	1.3

GEO requests 1.3 FTE and $118,016 in new Limited Gaming Funds to manage the state's energy and water use and improve resource efficiency. With the requested FTE and programmatic funds, GEO will complete implementation of EnergyCAP, a utility management tool, and will streamline departments' energy management.

Twenty-five (25) state agencies manage a real estate portfolio that includes approximately 4,100 buildings with an annual utility budget in excess of $160 M. Recognizing the need for assistance in managing utility costs, GEO stepped in as a utility consultant for the varying state agencies. In 2007-2008, GEO conducted a competitive solicitation for a utility management tool and selected EnergyCAP software. Using federal funds, GEO purchased perpetual licenses and maintenance (maintenance through 2014) for all executive agencies. EnergyCAP has allowed state agencies to track utility charges and improve their energy use. For example, the Department of Corrections experienced an 8% energy cost savings after implementing EnergyCAP.

In 2009 and 2010, GEO provided a service to state agencies to help input their utility bills into the EnergyCAP system. Integrated Document Services (IDS), a division of DPA, and Nexant Energy Consulting helped state agencies locate utility bills, construct their EnergyCAP account, and input past utility data. By August 2011, participation in EnergyCAP had increased to 75% of the state utility bills, up from just 24% in that same time a year before.

The FTE supporting this activity will finish the implementation of EnergyCAP. GEO will continue the project with IDS and Nexant Energy Consulting to increase state agency participation in the EnergyCAP program. GEO also plans to facilitate implementation of Electronic Data Interchange (EDI) in the agencies that have Xcel accounts. EDI, an industry standard for utility billing, can more easily interface with EnergyCAP, improving the efficacy and ease of use of the system. An additional project under this activity is a review of state procurement rules and practices, state laws, and state regulations to identify barriers to implementing innovative resource efficiency projects.

Exhibit B: Activity Descriptions
Activity 6: Public Sector Resource Efficiency Energy Performance Contracting

	Total Funds	FTE
Program Costs	$240,031	
FTE Costs	$90,736	
TOTAL ACTIVITY COST	$330,768	1.0

GEO requests 1.0 FTE and $330,768 in new Limited Gaming Funds to continue administration of the Energy Performance Contracting (EPC) program. With the requested FTE and programmatic funds, GEO will continue to oversee an important financing mechanism that allows state agencies, schools, and local governments to make energy efficiency upgrades.

The capital costs of green upgrades are often prohibitively expensive, particularly for state and local governments facing increasingly tight budgets.

EPC is a financing mechanism for retrofitting buildings to improve energy efficiency. The capital improvements are financed in such a way that the cost of implementation is paid back entirely from energy savings generated for the retrofits, often with no upfront costs. GEO has a proven track-record in connecting state and local governments with EPC providers, allowing local governments to upgrade their facilities. With no added costs to taxpayers, the retrofits provided through EPC also results in other improvements for state and local governments. For example, students in EPC upgraded schools will experience warmer classrooms in the winter through energy upgrades such as a new HVAC system and improved insulation.

GEO has administered the EPC program since 1995. In that time, GEO has facilitated over $250 M in green upgrades. Annual reductions in operating and maintenance costs achieved through the EPC programs in participating K-12 schools have resulted in annual savings equivalent to 111.5 teachers (at a rate of $60,000 per teacher).

The FTE supporting this activity will continue GEO's support and oversight of the EPC program. GEO estimates that they will oversee approximately $40 M in EPC contracts this year (the average GEO has overseen in the last three years). The associated project costs are for third-party technical assistance in administering the program. In this coming year, GEO will also develop a self-funding mechanism for the EPC program, with the goal of eliminating project costs for EPC in FY13-14.

Assumptions for Calculations:

Contractor to Oversee EPC projects	
Contractor (2,060 hours, $116.52 per hour)	$ 240,031
ACTIVITY 6 PROJECT COSTS	**$ 240,031**

Exhibit B: Activity Descriptions
Activity 7: Energy Market Development

	Total Funds	FTE
Program Costs	$0	
FTE Costs	$300,064	
TOTAL ACTIVITY COST	$300,064	3.1

GEO requests 3.1 FTE and $300,064 in new Limited Gaming Funds to develop and expand the energy market in Colorado. GEO will use the funds to recruit key sub-sectors of the energy industry to support an already-robust industry. Additionally, GEO staff will work with the Office of Economic Development and International Trade (OEDIT) in their analysis of the energy industry as a potential cluster industry key to Colorado's economy and associated efforts to attract, retain, and expand energy companies in Colorado. This activity will help sustain Colorado's reputation as a leader in the energy industry while improving the state's economic outlook.

The energy industry in Colorado makes up approximately 10% of economic activity in the state. The combination of ample energy resources, both traditional and renewable, our state's strong educational and research institutions, and existing energy cluster put Colorado in a position to capture economic opportunities presented by the world's increasing demand for energy. Although the energy sector is enjoying overall growth, elements within the sector offer differing potential for growth. For example, although Colorado has a large presence of wind turbine manufacturers, there is a general lack of operations and maintenance companies for these manufacturers. GEO staff will work to identify and close gaps such as these.

The FTE on this activity will determine which elements of the energy industry offer the highest promise of job growth and likelihood of expansion in Colorado through market research and analysis. GEO will then work with OEDIT in their efforts to grow economic activity in Colorado. Specifically, GEO will provide insight and connections on supply chain, markets, policies, and energy supply issues to OEDIT staff. GEO staff will research and collect leads on potential expansions, cultivate business relationship and connections, and gather input from energy industry experts and executives on how to make Colorado even more attractive for investment. Two of GEO's market development managers, one focused on traditional fuels and one on renewable, and the Director will be most directly responsible for these activities.

Exhibit B: Activity Descriptions
Activity 8: Energy Policy Development

	Total Funds	FTE
Program Costs	$30,000	
FTE Costs	$342,984	
TOTAL ACTIVITY COST	$372,984	3.3

GEO requests 3.3 FTE and $372,984 in new Limited Gaming Funds to develop sound energy policy for the state of Colorado. With the requested FTE and programmatic funds, GEO will advise state, local, and federal officials on energy policy with the aim of increasing energy security, managing long-term consumer costs, creating jobs, and protecting our environment.

Colorado's energy markets are complex, given multiple, differing regulatory jurisdictions and structures; evolving technologies and economics; illiquid markets and natural monopolies; interdependent products (i.e. energy and capacity) and externalities (i.e. air quality and water consumption), all of which combine to make optimal policies difficult to develop and evaluate.

In order to keep Colorado a cutting-edge player in the energy sector – a sector which ranges from renewable energy and natural gas to clean coal technology – GEO proposes to have a small policy staff to support state, local, and federal lawmakers. GEO will provide technical expertise to the legislature through testimony, to the PUC through engagement on dockets, to the Congressional delegation through consultation on federal legislation, and to the public and advocacy organizations through participation in public forums and task forces.

Specific energy policy questions facing the State include, but are limited to the following:

- What role does the use of biomass energy production have in clearing trees killed by the pine-beetle infestation?
- Is there a need for alternative incentive structures for renewable energy, such as feed-in tariffs?
- What, if any, role does the State play in coordinating energy export efforts such as gas pipelines and transmission?
- What is the role of independent power producers and transmission companies in Colorado's monopoly-controlled electric power sector?
- Would expanded and more liquid electricity markets benefit the state?
- What are the costs and benefits for Coloradans served by different types of electric utilities?
- What are the appropriate levels of government incentive for promising but not yet commercially viable technologies such as solar photovoltaics?
- What, if any, reforms are needed in the structure of the state's regulatory structure?

Assumptions for Calculations:

Access to Data	
Annual data subscriptions	$ 25,000
Geographic Information System (GIS) capabilities	$ 5,000
ACTIVITY 8 PROJECT COSTS	**$ 30,000**

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests					
FTE and Operating Costs					
Fiscal Year(s) of Request		FY 12-13	FY 13-14	FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Executive Director		Associate Director of Operations	
Number of PERSONS / class title		0.9	0.9	0.9	0.9
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification		0.9	0.9	0.9	0.9
Annual base salary		$130,000	$130,000	$86,625	$86,625
Salary		$117,000	$117,000	$77,963	$77,963
PERA	10.15%	$11,876	$11,876	$7,913	$7,913
Medicare	1.45%	$1,697	$1,697	$1,130	$1,130
Subtotal Personal Services at Division Level		**$130,573**	**$130,573**	**$87,006**	**$87,006**
STD	0.177%	$207	$207	$138	$138
HLD	$ 4.421	$3,979	$3,979	$3,979	$3,979
AED - Blended Fiscal Year Rates		3.20%	3.60%	3.20%	3.60%
AED		$3,744	$4,212	$2,495	$2,807
SAED - Blended fiscal Year Rates		2.75%	3.25%	2.75%	3.25%
SAED		$3,218	$3,803	$2,144	$2,534
Total Personal Services with Common Policy		**$141,721**	**$142,774**	**$95,762**	**$96,464**
OPERATING EXPENSES					
Supplies @ $500/$500[2]	$500	$450	$450	$450	$450
Computer @ $900/$0	$900	$0	$0	$0	$0
Office Suite Software @ $330/$0	$330	$0	$0	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	$3,473	$0	$0	$0	$0
Telephone Base @ $450/$450[2]	$450	$405	$405	$405	$405
Subtotal Operating Expenses		**$855**	**$855**	**$855**	**$855**
GRAND TOTAL ALL COSTS		**$142,576**	**$143,629**	**$96,617**	**$97,319**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Provides overall direction to and is responsible for work of the staff; advises Governor on energy markets, policy, and regulation; serves in the cabinet and activity participates in cabinet initiatives; represents the Administration and State to the private sector, trade groups, stakeholder groups, and other governments.

Develops and tracks budget; ensures compliance with State rules; track compliance with funder's rules; promotes efficient, effective, and elegant operations through process and policy development and implementation, professional development of staff. Working with CDOT, CDPHE, DNR, CDA, Provide GEO policy team with recommendations for climate change mitigation and adaptation strategies for the Governor. Oversees market development, finance, communications, procurement employees; serves as deputy director when needed.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests					
FTE and Operating Costs					
Fiscal Year(s) of Request		FY 12-13	FY 13-14	FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Associate Director of Programs		Executive Administrative Assistant	
Number of PERSONS / class title		1.0	1.0	0.9	0.9
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification		**1.0**	**1.0**	**0.9**	**0.9**
Annual base salary		$86,625	$86,625	$42,000	$42,000
Salary		$86,625	$86,625	$37,800	$37,800
PERA	10.15%	$8,792	$8,792	$3,837	$3,837
Medicare	1.45%	$1,256	$1,256	$548	$548
Subtotal Personal Services at Division Level		**$96,673**	**$96,673**	**$42,185**	**$42,185**
STD	0.177%	$153	$153	$67	$67
HLD	$ 4,421	$4,421	$4,421	$3,979	$3,979
AED - Blended Fiscal Year Rates		**3.20%**	**3.60%**	**3.20%**	**3.60%**
AED		$2,772	$3,119	$1,210	$1,361
SAED - Blended fiscal Year Rates		**2.75%**	**3.25%**	**2.75%**	**3.25%**
SAED		$2,382	$2,815	$1,040	$1,229
Total Personal Services with Common Policy		**$106,401**	**$107,181**	**$48,481**	**$48,821**
OPERATING EXPENSES					
Supplies @ $500/$500[2]	$500	$500	$500	$450	$450
Computer @ $900/$0	$900	$0	$0	$0	$0
Office Suite Software @ $330/$0	$330	$0	$0	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	$3,473	$0	$0	$0	$0
Telephone Base @ $450/$450[2]	$450	$450	$450	$405	$405
Subtotal Operating Expenses		**$950**	**$950**	**$855**	**$855**
GRAND TOTAL ALL COSTS		**$107,351**	**$108,131**	**$49,336**	**$49,676**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Supervises energy efficiency, distributed renewable energy, and greening government employees; directs research, development, and incubation of programs addressing market failures; manage spin-out/wind down when appropriate. Manages efforts to support commercialization of distributed renewable energy (small hydro, biomass, solar PV) industry across rural and urban Colorado, including participation on task forces and study groups; serves as State subject matter expert (SME) for policy, regulatory, and economic development activities.	Support Director and office operations

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests					
FTE and Operating Costs					
Fiscal Year(s) of Request		FY 12-13	FY 13-14	FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Director Policy and Legislation		Media Associate	
Number of PERSONS / class title		1.0	1.0	0.9	0.9
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification		1.0	1.0	0.9	0.9
Annual base salary		$125,000	$125,000	$41,500	$41,500
Salary		$125,000	$125,000	$37,350	$37,350
PERA	10.15%	$12,688	$12,688	$3,791	$3,791
Medicare	1.45%	$1,813	$1,813	$542	$542
Subtotal Personal Services at Division Level		**$139,501**	**$139,501**	**$41,683**	**$41,683**
STD	0.177%	$221	$221	$66	$66
HLD	$ 4,421	$4,421	$4,421	$3,979	$3,979
AED - Blended Fiscal Year Rates		3.20%	3.60%	3.20%	3.60%
AED		$4,000	$4,500	$1,195	$1,345
SAED - Blended fiscal Year Rates		2.75%	3.25%	2.75%	3.25%
SAED		$3,438	$4,063	$1,027	$1,214
Total Personal Services with Common Policy		**$151,581**	**$152,706**	**$47,950**	**$48,287**
OPERATING EXPENSES					
Supplies @ $500/$500[2]	$500	$500	$500	$450	$450
Computer @ $900/$0	$900	$0	$0	$0	$0
Office Suite Software @ $330/$0	$330	$0	$0	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	$3,473	$0	$0	$0	$0
Telephone Base @ $450/$450[2]	$450	$450	$450	$405	$405
Subtotal Operating Expenses		**$950**	**$950**	**$855**	**$855**
GRAND TOTAL ALL COSTS		**$152,531**	**$153,656**	**$48,805**	**$49,142**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Supervises policy/regulatory/outreach team; serves as legislative liaison; represents the GEO and the Administration with industry, trade associations, stakeholder groups, and other governments.	Ensure public is informed of Colorado energy markets; respond to media inquiries; prepare materials for policymakers; manage GEO website and social media; track media reporting; organize GEO events; prioritize GEOs public messaging

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests					
FTE and Operating Costs					
Fiscal Year(s) of Request		FY 12-13	FY 13-14	FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Public Information Officer		Market Development Manager	
Number of PERSONS / class title		0.9	0.9	0.8	0.8
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification		**0.9**	**0.9**	**0.8**	**0.8**
Annual base salary		$77,250	$77,250	$70,298	$70,298
Salary		$65,663	$65,663	$56,238	$56,238
PERA	**10.15%**	$6,665	$6,665	$5,708	$5,708
Medicare	**1.45%**	$952	$952	$815	$815
Subtotal Personal Services at Division Level		**$73,280**	**$73,280**	**$62,761**	**$62,761**
STD	**0.177%**	$116	$116	$100	$100
HLD	**$ 4,421**	$3,758	$3,758	$3,537	$3,537
AED - Blended Fiscal Year Rates		**3.20%**	**3.60%**	**3.20%**	**3.60%**
AED		$2,101	$2,364	$1,800	$2,025
SAED - Blended fiscal Year Rates		**2.75%**	**3.25%**	**2.75%**	**3.25%**
SAED		$1,806	$2,134	$1,547	$1,828
Total Personal Services with Common Policy		**$81,061**	**$81,652**	**$69,745**	**$70,251**
OPERATING EXPENSES					
Supplies @ $500/$500[2]	**$500**	$425	$425	$400	$400
Computer @ $900/$0	**$900**	$0	$0	$0	$0
Office Suite Software @ $330/$0	**$330**	$0	$0	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	**$3,473**	$0	$0	$0	$0
Telephone Base @ $450/$450[2]	**$450**	$383	$383	$360	$360
Subtotal Operating Expenses		**$808**	**$808**	**$760**	**$760**
GRAND TOTAL ALL COSTS		**$81,869**	**$82,460**	**$70,505**	**$71,011**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Develop and implement GEO media and public outreach strategy; develop talking points for GEO and Administration staff; manage GEO staff public engagements; direct and supervise Media Associate	Develop energy market economic development strategy; run innovation initiative activities; liaise with energy sector companies; identify leads for attraction / expansion; support OEDITs recruitment efforts by providing market and subject matter expertise; track jobs and investment data

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests					
FTE and Operating Costs					
Fiscal Year(s) of Request		**FY 12-13**	**FY 13-14**	**FY 12-13**	**FY 13-14**
PERSONAL SERVICES	**Title:**	**Senior Market Development Manager**		**Finance Program Manager**	
Number of PERSONS / class title		1.0	1.0	1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification		**1.0**	**1.0**	**1.0**	**1.0**
Annual base salary		$77,250	$77,250	$72,000	$72,000
Salary		$77,250	$77,250	$72,000	$72,000
PERA	**10.15%**	$7,841	$7,841	$7,308	$7,308
Medicare	**1.45%**	$1,120	$1,120	$1,044	$1,044
Subtotal Personal Services at Division Level		**$86,211**	**$86,211**	**$80,352**	**$80,352**
STD	**0.177%**	$137	$137	$127	$127
HLD	**$ 4,421**	$4,421	$4,421	$4,421	$4,421
AED - Blended Fiscal Year Rates		**3.20%**	**3.60%**	**3.20%**	**3.60%**
AED		$2,472	$2,781	$2,304	$2,592
SAED - Blended fiscal Year Rates		**2.75%**	**3.25%**	**2.75%**	**3.25%**
SAED		$2,124	$2,511	$1,980	$2,340
Total Personal Services with Common Policy		**$95,365**	**$96,061**	**$89,184**	**$89,832**
OPERATING EXPENSES					
Supplies @ $500/$500[2]	**$500**	$500	$500	$500	$500
Computer @ $900/$0	**$900**	$0	$0	$0	$0
Office Suite Software @ $330/$0	**$330**	$0	$0	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	**$3,473**	$0	$0	$0	$0
Telephone Base @ $450/$450[2]	**$450**	$450	$450	$450	$450
Subtotal Operating Expenses		**$950**	**$950**	**$950**	**$950**
GRAND TOTAL ALL COSTS		**$96,315**	**$97,011**	**$90,134**	**$90,782**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Develop energy market economic development strategy; run innovation initiative activities; liaise with energy sector companies; identify leads for attraction / expansion; support OEDITs recruitment efforts by providing market and subject matter expertise; track jobs and investment data	Manage Revolving Loan Fund and Qualified Energy Conservation Bond programs; lead engagement with financial institutions on energy efficiency valuation and financing; provide financial analysis expertise and training to staff

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests					
FTE and Operating Costs					
Fiscal Year(s) of Request		FY 12-13	FY 13-14	FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Commercial Energy Efficiency Manager		Commercial Energy Efficiency Associate	
Number of PERSONS / class title		0.5	0.5	0.4	0.4
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification		**0.5**	**0.5**	**0.4**	**0.4**
Annual base salary		$75,000	$75,000	$55,000	$55,000
Salary		$38,250	$38,250	$22,000	$22,000
PERA	**10.15%**	$3,882	$3,882	$2,233	$2,233
Medicare	**1.45%**	$555	$555	$319	$319
Subtotal Personal Services at Division Level		**$42,687**	**$42,687**	**$24,552**	**$24,552**
STD	**0.177%**	$68	$68	$39	$39
HLD	**$ 4,421**	$2,255	$2,255	$1,768	$1,768
AED - Blended Fiscal Year Rates		**3.20%**	**3.60%**	**3.20%**	**3.60%**
AED		$1,224	$1,377	$704	$792
SAED - Blended fiscal Year Rates		**2.75%**	**3.25%**	**2.75%**	**3.25%**
SAED		$1,052	$1,243	$605	$715
Total Personal Services with Common Policy		**$47,286**	**$47,630**	**$27,668**	**$27,866**
OPERATING EXPENSES					
Supplies @ $500/$500[2]	**$500**	$255	$255	$200	$200
Computer @ $900/$0	**$900**	$0	$0	$0	$0
Office Suite Software @ $330/$0	**$330**	$0	$0	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	**$3,473**	$0	$0	$0	$0
Telephone Base @ $450/$450[2]	**$450**	$230	$230	$180	$180
Subtotal Operating Expenses		**$485**	**$485**	**$380**	**$380**
GRAND TOTAL ALL COSTS		**$47,771**	**$48,115**	**$28,048**	**$28,246**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Run the Energy Performance Contracting (EPC) and Colorado Industrial Energy Challenge (CEIC) programs; provide small commercial sector with access to energy efficiency opportunities; conduct and evaluate market research studies; identify and convene experts to address market barriers to EE investment; monitor utility DSM programs.	Run the Energy Performance Contracting (EPC) and Colorado Industrial Energy Challenge (CEIC) programs; provide small commercial sector with access to energy efficiency opportunities; conduct and evaluate market research studies; identify and convene experts to address market barriers to EE investment; monitor utility DSM programs.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests					
FTE and Operating Costs					
Fiscal Year(s) of Request		**FY 12-13**	**FY 13-14**	**FY 12-13**	**FY 13-14**
PERSONAL SERVICES	**Title:**	**Greening Government Manager**		**Residential Energy Efficiency**	
Number of PERSONS / class title		1.0	1.0	1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification		**1.0**	**1.0**	**1.0**	**1.0**
Annual base salary		$70,000	$70,000	$75,000	$75,000
Salary		$70,000	$70,000	$75,000	$75,000
PERA	**10.15%**	$7,105	$7,105	$7,613	$7,613
Medicare	**1.45%**	$1,015	$1,015	$1,088	$1,088
Subtotal Personal Services at Division Level		**$78,120**	**$78,120**	**$83,701**	**$83,701**
STD	**0.177%**	$124	$124	$133	$133
HLD	**$ 4,421**	$4,421	$4,421	$4,421	$4,421
AED - Blended Fiscal Year Rates		**3.20%**	**3.60%**	**3.20%**	**3.60%**
AED		$2,240	$2,520	$2,400	$2,700
SAED - Blended fiscal Year Rates		**2.75%**	**3.25%**	**2.75%**	**3.25%**
SAED		$1,925	$2,275	$2,063	$2,438
Total Personal Services with Common Policy		**$86,830**	**$87,460**	**$92,718**	**$93,393**
OPERATING EXPENSES					
Supplies @ $500/$500[2]	**$500**	$500	$500	$500	$500
Computer @ $900/$0	**$900**	$0	$0	$0	$0
Office Suite Software @ $330/$0	**$330**	$0	$0	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	**$3,473**	$0	$0	$0	$0
Telephone Base @ $450/$450[2]	**$450**	$450	$450	$450	$450
Subtotal Operating Expenses		**$950**	**$950**	**$950**	**$950**
GRAND TOTAL ALL COSTS		**$87,780**	**$88,410**	**$93,668**	**$94,343**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Ensure state government resource efficiency and executive agency compliance with executive orders related to resource efficiency and conservation. Leads the Greening Government Coordinating Council and serve as the state's greening government subject matter expert. Facilitate state agency coordinated meetings to share energy and sustainability related activities and best practices. Represent the GEO on the Pollution Prevention Advisory Board.	Work with the private sector (appraisers, et. al.) in valuing energy performance; provide subject matter expertise on technologies and building codes; monitor utility DSM programs.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests					
FTE and Operating Costs					
Fiscal Year(s) of Request		FY 12-13	FY 13-14	FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Regulatory Analyst		Policy Advisor	
Number of PERSONS / class title		1.0	1.0	1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification		1.0	1.0	1.0	1.0
Annual base salary		$74,675	$74,675	$70,298	$70,298
Salary		$74,675	$74,675	$70,298	$70,298
PERA	10.15%	$7,580	$7,580	$7,135	$7,135
Medicare	1.45%	$1,083	$1,083	$1,019	$1,019
Subtotal Personal Services at Division Level		**$83,338**	**$83,338**	**$78,452**	**$78,452**
STD	0.177%	$132	$132	$124	$124
HLD	$ 4,421	$4,421	$4,421	$4,421	$4,421
AED - Blended Fiscal Year Rates		3.20%	3.60%	3.20%	3.60%
AED		$2,390	$2,688	$2,250	$2,531
SAED - Blended fiscal Year Rates		2.75%	3.25%	2.75%	3.25%
SAED		$2,054	$2,427	$1,933	$2,285
Total Personal Services with Common Policy		**$92,335**	**$93,006**	**$87,180**	**$87,813**
OPERATING EXPENSES					
Supplies @ $500/$500[2]	$500	$500	$500	$500	$500
Computer @ $900/$0	$900	$0	$0	$0	$0
Office Suite Software @ $330/$0	$330	$0	$0	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	$3,473	$0	$0	$0	$0
Telephone Base @ $450/$450[2]	$450	$450	$450	$450	$450
Subtotal Operating Expenses		**$950**	**$950**	**$950**	**$950**
GRAND TOTAL ALL COSTS		**$93,285**	**$93,956**	**$88,130**	**$88,763**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Intervene at the PUC to provide a holistic perspective (jobs, security, long-term costs, environment) in the decision-making process; perform quantitative analysis to support policy analysis and development; provide subject matter expertise for communicating PUC processes and decisions to the public and media	Design and manage the balanced energy portfolio stakeholder engagement process; represent the State's interest in transmission development initiatives; research and analyze policy and legal issues; provide institutional knowledge and subject matter expertise.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests			
FTE and Operating Costs			
Fiscal Year(s) of Request		FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Policy Associate	
Number of PERSONS / class title		1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12
Calculated FTE per classification		**1.0**	**1.0**
Annual base salary		$63,000	$63,000
Salary		$63,000	$63,000
PERA	**10.15%**	$6,395	$6,395
Medicare	**1.45%**	$914	$914
Subtotal Personal Services at Division Level		**$70,309**	**$70,309**
STD	**0.177%**	$112	$112
HLD	**$ 4,421**	$4,421	$4,421
AED - Blended Fiscal Year Rates		**3.20%**	**3.60%**
AED		$2,016	$2,268
SAED - Blended fiscal Year Rates		**2.75%**	**3.25%**
SAED		$1,733	$2,048
Total Personal Services with Common Policy		**$78,591**	**$79,158**
OPERATING EXPENSES			
Supplies @ $500/$500[2]	**$500**	$500	$500
Computer @ $900/$0	**$900**	$0	$0
Office Suite Software @ $330/$0	**$330**	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	**$3,473**	$0	$0
Telephone Base @ $450/$450[2]	**$450**	$450	$450
Subtotal Operating Expenses		**$950**	**$950**
GRAND TOTAL ALL COSTS		**$79,541**	**$80,108**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Perform electric power sector modeling with dynamic input-output optimization that evaluates the electric power sector with a concentration on long-term least cost, environmental performance, security (risk mitigation), and employment expansion.
•Create in-house expertise at the state level on energy assurance planning and resiliency, focusing on Smart-Grid applications and vulnerabilities, critical infrastructure interdependencies, cyber security, energy supply systems, energy data analysis, and communications
•Develop new or refined energy Assurance Plans to incorporate response actions to new energy portfolios
•Revise appropriate state policies, procedures, and practices to reflect the Energy Assurance Plans
•Develop and implement processes or mechanisms for tracking the duration, response, restoration and recovery time of energy supply disruption events
•Conduct energy emergency exercises to evaluate the Energy Assurance Plans

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests			
FTE and Operating Costs			
Fiscal Year(s) of Request		FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Transportation Fuels Manager	
Number of PERSONS / class title		1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12
Calculated FTE per classification		**1.0**	**1.0**
Annual base salary		$78,750	$78,750
Salary		$78,750	$78,750
PERA	10.15%	$7,993	$7,993
Medicare	1.45%	$1,142	$1,142
Subtotal Personal Services at Division Level		**$87,885**	**$87,885**
STD	0.177%	$139	$139
HLD	$ 4,421	$4,421	$4,421
AED - Blended Fiscal Year Rates		**3.20%**	**3.60%**
AED		$2,520	$2,835
SAED - Blended fiscal Year Rates		**2.75%**	**3.25%**
SAED		$2,166	$2,559
Total Personal Services with Common Policy		**$97,131**	**$97,839**
OPERATING EXPENSES			
Supplies @ $500/$500[2]	$500	$500	$500
Computer @ $900/$0	$900	$0	$0
Office Suite Software @ $330/$0	$330	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	$3,473	$0	$0
Telephone Base @ $450/$450[2]	$450	$450	$450
Subtotal Operating Expenses		**$950**	**$950**
GRAND TOTAL ALL COSTS		**$98,081**	**$98,789**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

•Develop strategy for promoting a diversified fuel mix in line with the GEO mission, to bring more jobs, reduce costs to consumers, preserve the natural environment, and increase energy security in Colorado,
•Work with private sector companies, trade associations, and environmental interests to ensure input, best practice, and buy-in from key stakeholders,
•Manage relationships at the local government (cities and counties,) state (General Assembly, CDOT, OEDIT, DNR, and CDPHE,) regional (WGA,) and national (Congress, White House, NGA, NASEO) level, ensuring coordination and cooperation on transportation fuels strategy,
•Coordinate efforts of other GEO staff working on complimentary efforts, including program team, Greening Government, and policy team,
• Support the GEO policy and outreach team in stakeholder management and providing a sounding board for recommendations.
•Represent GEO at public events, including state, regional, and national conferences, press events, etc.,
•Focus on market transformation goals that align with national and state goals.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests			
FTE and Operating Costs			
Fiscal Year(s) of Request		FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Transportation Fuels Associate	
Number of PERSONS / class title		1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12
Calculated FTE per classification		**1.0**	**1.0**
Annual base salary		$60,000	$60,000
Salary		$60,000	$60,000
PERA	**10.15%**	$6,090	$6,090
Medicare	**1.45%**	$870	$870
Subtotal Personal Services at Division Level		**$66,960**	**$66,960**
STD	**0.177%**	$106	$106
HLD	**$ 4,421**	$4,421	$4,421
AED - Blended Fiscal Year Rates		**3.20%**	**3.60%**
AED		$1,920	$2,160
SAED - Blended fiscal Year Rates		**2.75%**	**3.25%**
SAED		$1,650	$1,950
Total Personal Services with Common Policy		**$75,057**	**$75,597**
OPERATING EXPENSES			
Supplies @ $500/$500[2]	**$500**	$500	$500
Computer @ $900/$0	**$900**	$0	$0
Office Suite Software @ $330/$0	**$330**	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	**$3,473**	$0	$0
Telephone Base @ $450/$450[2]	**$450**	$450	$450
Subtotal Operating Expenses		**$950**	**$950**
GRAND TOTAL ALL COSTS		**$76,007**	**$76,547**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

•Develop strategy for promoting a diversified fuel mix in line with the GEO mission, to bring more jobs, reduce costs to consumers, preserve the natural environment, and increase energy security in Colorado,
•Work with private sector companies, trade associations, and environmental interests to ensure input, best practice, and buy-in from key stakeholders,
•Manage relationships at the local government (cities and counties,) state (General Assembly, CDOT, OEDIT, DNR, and CDPHE,) regional (WGA,) and national (Congress, White House, NGA, NASEO) level, ensuring coordination and cooperation on transportation fuels strategy,
•Coordinate efforts of other GEO staff working on complimentary efforts, including program team, Greening Government, and policy team,
• Support the GEO policy and outreach team in stakeholder management and providing a sounding board for recommendations.
•Represent GEO at public events, including state, regional, and national conferences, press events, etc.,
•Focus on market transformation goals that align with national and state goals.

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests			
FTE and Operating Costs			
Fiscal Year(s) of Request		FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Policy Associate	
Number of PERSONS / class title		0.3	0.3
Number of months working in FY 09-10, 10-11, & 11-12		12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12
Calculated FTE per classification		0.3	0.3
Annual base salary		$72,750	$72,750
Salary		$21,825	$21,825
PERA	10.15%	$2,215	$2,215
Medicare	1.45%	$316	$316
Subtotal Personal Services at Division Level		**$24,356**	**$24,356**
STD	0.177%	$39	$39
HLD	$ 4,421	$1,326	$1,326
AED - Blended Fiscal Year Rates		3.20%	3.60%
AED		$698	$786
SAED - Blended fiscal Year Rates		2.75%	3.25%
SAED		$600	$709
Total Personal Services with Common Policy		**$27,019**	**$27,216**
OPERATING EXPENSES			
Supplies @ $500/$500[2]	$500	$150	$150
Computer @ $900/$0	$900	$0	$0
Office Suite Software @ $330/$0	$330	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	$3,473	$0	$0
Telephone Base @ $450/$450[2]	$450	$135	$135
Subtotal Operating Expenses		**$285**	**$285**
GRAND TOTAL ALL COSTS		**$27,304**	**$27,501**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

•Advise the Governor and GEO Director on regulatory and policy strategies in selected legislative, executive, and regulatory venues, on how to best fulfill the GEO mission of promoting energy markets to create jobs, enhance energy security, lower long term consumer costs, and provide environmental protection.

- Research current and potential Colorado policies regarding conventional energy, renewable energy, and energy efficiency.
- Create and manage the GEO's legislative database
- Represent the Administration in select energy policy forums and conferences
- Help develop agendas for workshops, outreach events, and conferences
- Support other cabinet members as an information resource on energy-related topics

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests					
FTE and Operating Costs					
Fiscal Year(s) of Request		**FY 12-13**	**FY 13-14**	**FY 12-13**	**FY 13-14**
PERSONAL SERVICES	**Title:**	**Controller**		**Contracts Manager**	
Number of PERSONS / class title		0.8	0.8	0.6	0.6
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification		**0.8**	**0.8**	**0.6**	**0.6**
Annual base salary		$78,650	$78,650	$63,000	$63,000
Salary		$62,920	$62,920	$39,060	$39,060
PERA	**10.15%**	$6,386	$6,386	$3,965	$3,965
Medicare	**1.45%**	$912	$912	$566	$566
Subtotal Personal Services at Division Level		**$70,218**	**$70,218**	**$43,591**	**$43,591**
STD	**0.177%**	$111	$111	$69	$69
HLD	**$ 4,421**	$3,537	$3,537	$2,741	$2,741
AED - Blended Fiscal Year Rates		**3.20%**	**3.60%**	**3.20%**	**3.60%**
AED		$2,013	$2,265	$1,250	$1,406
SAED - Blended fiscal Year Rates		**2.75%**	**3.25%**	**2.75%**	**3.25%**
SAED		$1,730	$2,045	$1,074	$1,269
Total Personal Services with Common Policy		**$77,609**	**$78,176**	**$48,725**	**$49,076**
OPERATING EXPENSES					
Supplies @ $500/$500[2]	**$500**	$400	$400	$310	$310
Computer @ $900/$0	**$900**	$0	$0	$0	$0
Office Suite Software @ $330/$0	**$330**	$0	$0	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	**$3,473**	$0	$0	$0	$0
Telephone Base @ $450/$450[2]	**$450**	$360	$360	$173	$173
Subtotal Operating Expenses		**$760**	**$760**	**$483**	**$483**
GRAND TOTAL ALL COSTS		**$78,369**	**$78,936**	**$49,208**	**$49,559**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Federal grant fiscal management Monitor long bill appropriations Interface with Governor's Office payroll and accounting staff	Prepare contracts, purchase orders, interagency agreements, memorandum of understanding

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests					
FTE and Operating Costs					
Fiscal Year(s) of Request		FY 12-13	FY 13-14	FY 12-13	FY 13-14
PERSONAL SERVICES	Title:	Accountant		IT Network Administrator	
Number of PERSONS / class title		0.8	0.8	1.0	1.0
Number of months working in FY 09-10, 10-11, & 11-12		12	12	12	12
Number months paid in FY 09-10, 10-11, & 11-12		12	12	12	12
Calculated FTE per classification		**0.8**	**0.8**	**1.0**	**1.0**
Annual base salary		$51,150	$51,150	$76,625	$76,625
Salary		$40,920	$40,920	$76,625	$76,625
PERA	**10.15%**	$4,153	$4,153	$7,777	$7,777
Medicare	**1.45%**	$593	$593	$1,111	$1,111
Subtotal Personal Services at Division Level		**$45,666**	**$45,666**	**$85,513**	**$85,513**
STD	**0.177%**	$72	$72	$136	$136
HLD	**$ 4,421**	$3,537	$3,537	$4,421	$4,421
AED - Blended Fiscal Year Rates		**3.20%**	**3.60%**	**3.20%**	**3.60%**
AED		$1,309	$1,473	$2,452	$2,759
SAED - Blended fiscal Year Rates		**2.75%**	**3.25%**	**2.75%**	**3.25%**
SAED		$1,125	$1,330	$2,107	$2,490
Total Personal Services with Common Policy		**$51,709**	**$52,078**	**$94,629**	**$95,319**
OPERATING EXPENSES					
Supplies @ $500/$500[2]	**$500**	$400	$400	$500	$500
Computer @ $900/$0	**$900**	$0	$0	$0	$0
Office Suite Software @ $330/$0	**$330**	$0	$0	$0	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	**$3,473**	$0	$0	$0	$0
Telephone Base @ $450/$450[2]	**$450**	$360	$360	$450	$450
Subtotal Operating Expenses		**$760**	**$760**	**$950**	**$950**
GRAND TOTAL ALL COSTS		**$52,469**	**$52,838**	**$95,579**	**$96,269**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Review and approve vendor payments, enter into COFRS, accept revenue, manage expenses	Provide network support, IT trouble shooting, manage network and shared servers, telephony

Exhibit C: FTE Calculations

OSPB Common Policy for FTE Requests			
FTE and Operating Costs		*GRAND TOTAL*	
Fiscal Year(s) of Request		**FY 12-13**	**FY 13-14**
PERSONAL SERVICES	Title:		
Number of PERSONS / class title			
Number of months working in FY 09-10, 10-11, & 11-12			
Number months paid in FY 09-10, 10-11, & 11-12			
Calculated FTE per classification		**20.7**	**20.7**
Annual base salary		$ 1,772,445	$ 1,772,445
Salary		$ 1,546,212	$ 1,546,212
PERA	**10.15%**	$ 156,941	$ 156,941
Medicare	**1.45%**	$ 22,420	$ 22,420
Subtotal Personal Services at Division Level		**$ 1,725,573**	**$ 1,725,573**
STD	**0.177%**	$ 2,736	$ 2,736
HLD	**$ 4,421**	$ 91,427	$ 91,427
AED - Blended Fiscal Year Rates		$ 1	$ 1
AED		$ 49,479	$ 55,666
SAED - Blended fiscal Year Rates		0.7	0.8
SAED		$ 42,523	$ 50,254
Total Personal Services with Common Policy		**$ 1,911,738**	**$ 1,925,656**
OPERATING EXPENSES			
Supplies @ $500/$500[2]	**$500**	$ 10,340.00	$ 10,340.00
Computer @ $900/$0	**$900**	$ -	$ -
Office Suite Software @ $330/$0	**$330**	$ -	$ -
Office Equipment @ $3,473/$0 (includes cubicle and chair)	**$3,473**	$ -	$ -
Telephone Base @ $450/$450[2]	**$450**	$ 9,200.98	$ 9,200.98
Subtotal Operating Expenses		**$ 19,541**	**$ 19,541**
GRAND TOTAL ALL COSTS		**$ 1,931,279**	**$ 1,945,197**

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE.

Exhibit D: FTE Program Allocation

Titles	FY 12-13 Requested Funding	FY 12-13 Requested FTE	Activity #1 Electric Power Sector		Activity #2 Diversify Transportation Fuels Portfolio		Activity #3 Res / Comm Energy Efficiency		Activity #4 Transmission		Activity #5 Greening Government		Activity #6 Energy Performance Contract		Activity #7 Energy Market/ Economic Development		Activity #8 Energy Policy		Activity #9 Overhead & Support		Outside of this Request Weatherization (Federal Funds)		Outside of this Request School Energy Efficiency	
Executive Director's Office																								
Executive Director	$142,576	0.9	0.14	$21,386	0.05	$7,129	0.05	$7,129	0.14	$21,386	0.02	$3,564	0.02	$3,564	0.23	$35,644	0.18	$28,515	0.09	$14,258	0.1	$14,258	0.0	$0
Associate Director of Operations	$96,617	0.9	0.03	$3,382	0.03	$3,382	0.03	$3,382	0.03	$3,382	0.03	$3,382	0.03	$3,382	0.29	$30,917	0.18	$18,840	0.25	$26,570	0.1	$9,662	0.0	$0
Associate Director of Programs	$107,351	1.0	0.00	$0	0.05	$5,368	0.25	$26,838	0.00	$0	0.15	$16,103	0.15	$16,103	0.20	$21,470	0.20	$21,470	0.00	$0	0.0	$0	0.0	$0
Executive Administrative Assistant	$49,336	0.9	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.90	$49,336	0.1	$4,934	0.0	$0
Director External Relations	$152,531	1.0	0.10	$15,253	0.10	$15,253	0.00	$0	0.10	$15,253	0.00	$0	0.00	$0	0.00	$0	0.70	$106,772	0.00	$0	0.0	$0	0.0	$0
Communications																								
Media Associate	$48,805	0.9	0.05	$2,440	0.05	$2,684	0.09	$4,881	0.01	$488	0.05	$2,684	0.05	$2,684	0.09	$5,125	0.51	$27,819	0.00	$0	0.1	$7,321	0.0	$0
Public Information Officer	$81,869	0.9	0.04	$4,093	0.05	$4,503	0.09	$8,187	0.01	$819	0.05	$4,503	0.05	$4,503	0.09	$8,596	0.48	$46,665	0.00	$0	0.1	$12,280	0.0	$0
Market Development																								
Market Development Manager	$70,505	0.8	0.02	$2,115	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.70	$61,339	0.08	$7,051	0.00	$0	0.0	$0	0.0	$0
Senior Market Development Manager	$96,315	1.0	0.03	$2,889	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.87	$83,794	0.10	$9,632	0.00	$0	0.0	$0	0.0	$0
Program Management																								
Finance Program Manager	$90,134	1.0	0.00	$0	0.00	$0	0.45	$40,560	0.00	$0	0.00	$0	0.05	$4,507	0.45	$40,560	0.05	$4,507	0.00	$0	0.0	$0	0.0	$0
Commercial Energy Efficiency Manager	$47,771	0.5	0.00	$0	0.00	$0	0.21	$19,825	0.00	$0	0.00	$0	0.30	$27,946	0.00	$0	0.00	$0	0.00	$0	0.0	$0	0.2	$18,631
Commercial Energy Efficiency Associate	$28,048	0.4	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.40	$28,048	0.00	$0	0.00	$0	0.00	$0	0.0	$0	0.2	$16,829
Greening Government Manager	$87,780	1.0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	1.00	$87,780	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.0	$0	0.0	$0
Residential Energy Efficiency	$93,668	1.0	0.00	$0	0.00	$0	1.00	$93,668	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.0	$0	0.0	$0
Policy Development																								
Regulatory Analyst	$93,285	1.0	0.85	$79,292	0.05	$4,664	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.05	$4,664	0.05	$4,664	0.00	$0	0.0	$0	0.0	$0
Policy Advisor	$88,130	1.0	0.65	$57,285	0.00	$0	0.00	$0	0.25	$22,033	0.00	$0	0.00	$0	0.00	$0	0.10	$8,813	0.00	$0	0.0	$0	0.0	$0
Policy Associate	$79,541	1.0	0.75	$59,656	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.10	$7,954	0.15	$11,931	0.00	$0	0.0	$0	0.0	$0
Transportation Fuels Manager	$98,081	1.0	0.00	$0	1.00	$98,081	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.0	$0	0.0	$0
Transportation Fuels Associate	$76,007	1.0	0.00	$0	0.75	$57,005	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.25	$19,002	0.00	$0	0.0	$0	0.0	$0
Policy Associate	$27,304	0.3	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.30	$27,304	0.00	$0	0.0	$0	0.0	$0
Contract / Accounting / Information Technology																								
Controller	$78,369	0.8	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.80	$78,369	0.3	$31,348	0.0	$0
Contracts Manager	$49,208	0.6	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.62	$49,208	0.2	$18,699	0.0	$0
Accountant	$52,469	0.8	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.80	$52,469	0.3	$19,938	0.0	$0
IT Network Administrator	$95,579	1.0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	0.00	$0	1.00	$95,579	0.0	$0	0.0	$0
FTE & Funding by Activity	$1,931,279	20.7	2.66	$247,792	2.12	$198,069	2.16	$204,469	0.53	$63,360	1.30	$118,016	1.05	$90,736	3.06	$300,064	3.33	$342,984	4.46	$365,788	1.4	$118,439	0.4	$35,459

Exhibit E: Travel Costs

Titles	Conferences	Personal Mileage	Motor Pool	Out-state Travel	In-state Travel	Int'l Travel	# of Overnights	% Travel	Cell Phone	Reason for Travel
Executive Director's Office										
Director	6	800	5	4	12	2	56	20%	0	economic development; D.C.; national conferences
Associate Director of Operations	1	100	1	2	3		12	4%	0	economic development; national conferences
Associate Director of Programs	3	120	4	2	8		22	8%	0	program management; national conferences
Director, External Relations	2	900	6	2	12		30	11%	1	community events, national conferences
Executive Admin Assistant	1	100	0		1		2	1%	0	support director
Communications										
Media Associate	1	200			4		8	3%	0	community events
Communications - PIO	4	500	5	2	10		26	9%	1	community events, national conferences
Market Development										
Market Development Manager	10	5000	0	1	25		53	19%	1	Economic development
Sr. Market Development Manager	10	5000	12	3	25		59	21%	1	Economic development
Program Management										
Finance Program Manager	3	540	3	1	6		15	5%	0	program management; national conference
Commercial Energy Efficiency	3	540	3	1	6		15	5%	0	program management; national conference
Greening Government Manager	3	540	3	1	6		15	5%	0	program management; national conference
Energy Efficiency, Distributed Generation	3	540	3	1	6		15	5%	0	program management; national conference
Contracts Manager	1	540	5		10		20	7%	0	contract monitoring
Energy Policy Development										
Policy Advisor	3	240	4	3	8		25	9%	0	Transmission conferences, meetings
Regulatory Analyst	3	240	4	3	8		25	9%	0	Stakeholder engagement
Policy Associate	3	240	4	3	8		25	9%	0	Stakeholder engagement
Transportation fuels manager	3	1000	10	4	20		52	19%	1	Stakeholder engagement; D.C. national policy impacts
Transportation fuels associate	3	1000	6	2	12		30	11%	0	Stakeholder engagement
Unit total	66	18140	78	35	190	2	505		5	
Unit cost	$ 495	$ 0.50	$ 59	$ 1,800	$ 300	$ 2,000			$ 624	
Total cost (unit total X unit cost)	$ 32,670	$ 9,070	$ 4,602	$ 63,000	$ 57,000	$ 4,000			$ 3,120	
Total travel cost									$ 173,462	

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office Economic Development Programs
Request Title: Economic Development Commission General Fund Increase
Priority Number: R-1

Dept. Approval by: 10-24-11
Date

OSPB Approval by: 10/26/11
Date

- ☑ Decision Item FY 2012-13
- ☐ Base Reduction Item FY 2012-13
- ☐ Supplemental FY 2011-12
- ☐ Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	1,089,510	-	1,092,280	5,750,000	5,750,000
	FTE	4.0	-	4.0	0.9	1.0
	GF	1,010,994	-	1,013,764	5,750,000	5,750,000
	GFE	-	-	-	-	-
	CF	78,516	-	78,516	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(4) Economic Development Programs - Economic Development Commission - General Economic Incentives and Marketing	Total	1,089,510	-	1,092,280	5,750,000	5,750,000
	FTE	4.0	-	4.0	0.9	1.0
	GF	1,010,994	-	1,013,764	5,750,000	5,750,000
	GFE	-	-	-	-	-
	CF	78,516	-	78,516	-	
	RF	-	-	-	-	-
	FF		-		-	-

Letternote Text Revision Required? Yes: ☐ No: ☑ **If yes, describe the Letternote Text Revision:**

Cash or Federal Fund Name and COFRS Fund Number: Not Required
Reappropriated Funds Source, by Department and Line Item Name: Not Required.
Approval by OIT? Yes: ☐ No: ☐ **Not Required:** ☑
Schedule 13s from Affected Departments: Not Required
Other Information: Not Required

GOVERNOR'S OFFICE
ECONOMIC DEVELOPMENT PROGRAMS

John W. Hickenlooper
Governor

Kenneth W. Lund
Executive Director

FY 2012-13 Funding Request
November 1, 2011

Department Priority: R-1
Request Title: Economic Development Commission General Fund Increase

Summary of Incremental Funding Change for FY 2012-13	Total Funds	General Fund	FTE
Economic Development Commission General Fund Increase	$5,750,000	$5,750,000	0.9

Request Summary:
The Department is requesting an increase in its annual General Fund appropriation from $1,013,764 to $6,763,764, an increase of $5,750,000, to support the Economic Development Commission (EDC) in FY 2012-13. This funding will spur economic activity and directly create at least 2,319 net new jobs. The EDC will primarily use the funds to provide incentives to businesses looking to expand in or relocate to Colorado. The Department will use $70,772 of the requested funding for costs associated with a new 0.9 FTE, annualizing to 1.0 FTE in FY 2013-14.

Increasingly high demand for incentives has depleted EDC funds faster than anticipated, and available funds for future commitments total an all time low of $462,605. The requested funds will be used to provide performance-based incentives to businesses that are asking the state for incentives and making international and national site location decisions. Without additional funding, Colorado will forfeit these job-creating opportunities to other states.

The legislature created the EDC in 1987 to encourage, promote, and stimulate economic development in Colorado through the use of incentive, marketing and special project funds. The EDC's primary objective is to provide assistance to businesses considering relocating or expanding in Colorado. As part of the agreements, businesses generally commit to creating high-paying, full-time, permanent positions in the state.

The EDC receives an annual General Fund appropriation for job creation, marketing, and special projects. The FY 2011-12 appropriation provided $1,010,994 General Fund to support economic development efforts in Colorado. Additionally, the EDC received a one-time $13 million allocation of Federal Funds from the Jobs & Growth Tax Relief Reconciliation Act and gaming funds for a total of 5 years that sunset January 2011. These funds have now been depleted.

The EDC has a proven track record for attracting businesses and creating jobs. For example, since January of 2010 the EDC has approved direct job creating incentives for businesses totaling $5,613,759. The businesses committed to creating 3,657 jobs with an average wage rate of $47,592. In addition, the EDC is currently working with businesses that would create 2,898 new jobs at average wage rates of $58,263. For these projects, the EDC has earmarked funding of $5,356,000 pending site selection decisions.

With the requested funding, the Department anticipates creating 2,319 net new jobs at an

average wage rate of $53,487. The Department expects this will generate $4.9 million annually in direct state tax revenue. Thus, the jobs created will result in full pay-back to the state in a little over one year.

Attached as Exhibit C are examples of incentives provided by other states competing to secure these job-creating opportunities. Attached as Exhibit D are examples of testimonials from businesses recently receiving incentives from the EDC, which reflect the importance of such incentives in their site selection decision making process.

The requested FTE is estimated to cost $70,772 in FY 2012-13. This FTE will support the additional administrative and operational duties associated with the increased incentive funding. Please refer to Exhibit E for FTE cost calculations for the 0.9 FTE.

Anticipated Outcomes:
Based on past use of funds and related outcomes, the Department projects the creation of 2,319 new jobs in Colorado with an additional $5,750,000. At an average annual wage rate of $53,487, this results in additional income of $123,982,866 to Coloradans. The State would receive $4,900,000 of this annually in direct tax revenue. Thus, the requested funding will generate full pay-back to the state in a little over one year. Beyond job creation and tax revenue to the State, the additional funding would spur capital expenditures that have an incalculable effect on the economy.

The EDC's contract procedures serve to guarantee anticipated job creation on some level. Per the EDC's contract policies, businesses must commit to creating a designated number of net new full-time permanent jobs in Colorado. Additionally, they must maintain those jobs for at least one year. Businesses do not receive EDC funding until they have created and maintained the specified jobs and met other contract requirements.

Assumptions for Calculations:
The Department based job creation projections on actual results of EDC activities since 2008. For detailed information on EDC activities, please refer to Exhibit A.

Over the past four years, the EDC approved $13,958,999 in total funding. Of this total they committed $10,148,759, or 73%, on job creation projects that will produce 5,628 new jobs. The Department expects the EDC will spend at least 72.7% of the requested $5,750,000 on direct job creation projects. At a cost of $1,803 per job, $4,180,483 in additional job creation incentives would generate the aforementioned 2,319 jobs. Please refer to Exhibit B for additional detail on the above calculations.

The new FTE is estimated to cost $70,772 in FY 2012-13. Please refer to Exhibit E for FTE cost calculations for the 0.9 FTE.

Consequences if not Funded:
The consequence of not funding this request is the inability for the state to compete at a basic level for direct job creating projects. As noted earlier, available funds for future commitments in the Colorado Economic Development Fund have diminished significantly. Without the additional funds, the EDC will not be able to offer incentives to businesses considering Colorado as a location for their new or expanded facility and will forfeit these job-creating opportunities to other states. Colorado will effectively be "closed for business" when competing for site selection decisions where incentives are a factor.

Relation to Performance Measures:
In addition to other outcomes (including significant capital investment and economic multiplier benefits), the results will directly relate to the Department's current measurement of jobs created by businesses receiving assistance from the Department which is noted as follows:

Performance Measure	Request Effect
Jobs created and retained by businesses	2,319 net new created jobs

receiving assistance from the Department	

Current Statutory Authority or Needed Statutory Change:

The Request requires no statutory changes to 24-46-101 through 24-46-105, C.R.S. for the additional General Funds. Based on this statute, the EDC was created to encourage, promote, and stimulate economic development and employment in Colorado. The EDC may establish the terms and conditions it deems appropriate in making grants and loans pursuant to the statute; however, incentives provided to businesses are disbursed after a job creation and maintenance performance based review.

EXHIBIT A – EDC ANNUAL REPORTS

EDC 2008 Annual Report

List of Grants

Job Creation Projects	# Jobs	Annual Average Wage	% of County	$ Incentive	Forecasted CapEX
Vestas Blades - Windsor	464	Job Training Funds		$ 928,000	$ 95,000,000
United States Olympic Committee*	170	$ 71,463	166%	$ 500,000	$ 21,000,000
Lewis Engineering	14	$ 36,994	110%	$ 42,000	
Total Job Creation Projects	648	$ 66,808	165%	**$ 1,470,000**	**$ 116,000,000**
$/Job	$ 2,269				

Footnote:

**Retention for NonProfit*

Other Projects	$ Incentive
Colorado Space Coalition	$ 146,000
AG Pump	$ 100,000
Colorado Proud	$ 150,000
Advance Colorado Center	$ 47,040
ASES Green Jobs Study	$ 25,000
Colorado Center for Space Entrepreneuship	$ 150,000
Colorado Drug & Development Institute Study	$ 200,000
Business Expansion Program	$ 125,000
Grand Junction Incubator Feasibility Study	$ 50,000
Job Growth Incentive Program Study	$ 15,000
SportAccord	$ 150,000
Enterprize Zone Marketing	$ 375,000
Total Other Projects	**$ 1,533,040**

Category %

Project Type	$ Incentive	% Total Incentive
Job Creation	$ 1,470,000	49%
Marketing	$ 921,000	31%
Incubators	$ 150,000	5%
Studies	$ 290,000	10%
Special Projects	$ 172,040	6%
Total	**$ 3,003,040**	

List of Grants

Job Creation Projects	# Jobs	Annual Average Wage	% of County	$ Incentive	Forecasted CapEX
Charles Schwab	500	$ 75,245	163%	$ 1,000,000	$ 1,708,500
Corinthian Colleges, Inc.	600	$ 41,363	100%	$ 1,200,000	$ 2,500,000
Dot Hill	100	$ 108,800	203%	$ 250,000	$ 1,000,000
CREED/NREL	123	$ 84,307	175%	$ 615,000	$ 2,238,979
Total Job Creation Projects	1,323	63,258	**141%**	**$ 3,065,000**	**$ 7,447,479**
$/Job	$ 2,317				

Other Projects	$ Incentive
Roraring Fork Virtual Incubator	$ 150,000
EDC Marketing	$ 80,000
Clean Tech Study	$ 100,000
Nano-Renewable Energy Summit	$ 35,000
RMI2	$ 150,000
Enterprize Zone Marketing	$ 375,000
Total Other Projects	**$ 890,000**

Category %

Project Type	$ Incentive	% Total Incentive
Job Creation	$ 3,065,000	77%
Marketing	$ 455,000	12%
Incubators	$ 300,000	8%
Studies	$ 100,000	3%
Special Projects	$ 35,000	1%
Total	**$ 3,955,000**	

List of Grants

Job Creation Projects	# Jobs	Annual Average Wage	% of County	$ Incentive	Forecasted CapEX
Arrow Electronics	439	$ 84,086	158%	$ 1,097,000	$ 1,400,000
Baird	14	$ 128,964	307%	$ 14,000	$ 858,495
Scottrade	285	$ 52,500	113%	$ 259,759	$ 34,000,000
Space Foundation	70	$ 90,284	219%	$ 350,000	$ 1,000,000
Spirae	30	$ 93,833	234%	$ 150,000	$ 100,000
Leprino	400	$ 44,950	116%	$ 1,200,000	$ 425,000,000
Total Job Creation Projects	1,238	$ 65,264	**142%**	**$ 3,070,759**	**$ 462,358,495**
$/Job	$ 2,480				

Other Projects	$ Incentive
Monte Vista Study - Main Street Initiative	$ 20,000
Business Retention Expansion Program	$ 74,700
Community Assessment Program	$ 50,000
EDC Marketing	$ 135,000
Colorado Clean Energy Supply Chain Initiative	$ 100,000
Colorado Regional Airports and Aviation Jobs	$ 60,000
Colorado Space Coalition	$ 100,000
Technology Acceleration Program and Aerospace and Clean Energy Park (CAMT's ACE Park)	$ 350,000
Enterprize Zone Marketing	$ 362,500
Total Other Projects	**$ 1,252,200**

Category %

Project Type	$ Incentive	% Total Incentive
Job Creation	$ 3,070,759	71%
Marketing	$ 597,500	14%
Studies	$ 80,000	2%
Special Projects	$ 574,700	13%
Total	**$ 4,322,959**	

EDC 2011 Projects To Date

List of Grants

Job Creation Projects	# Jobs	Annual Average Wage	% of County	$ Incentive	Forecasted CapEX
Parelli	25	$ 37,180	130%	$ 125,000	$ 500,000
SMA	500	$ 30,749	55%	$ 1,000,000	$ 35,000,000
Vestas	1750	$ 37,131	101%	$ 1,000,000	$ 618,000,000
Siemens Energy	60	$ 98,553	188%	$ 250,000	$ 5,641,000
PrimeStar Solar	84	$ 72,012	149%	$ 168,000	$ 23,100,000
Total Job Creation Projects	**2,419**	**$ 38,547**	**93%**	**$ 2,543,000**	**$ 682,241,000**
$/Job	$ 1,051				

Other Projects	$ Incentive
2011 Nano Summit	$ 35,000
2012 CO Space Coalition/Marketing	$ 100,000
Total Other Projects	**$ 135,000**

Category %

Project Type	$ Incentive	% Total Incentive
Job Creation	$ 2,543,000	95%
Marketing	$ 135,000	5%
Studies	$ -	0%
Special Projects	$ -	0%
Total	**$ 2,678,000**	

EXHIBIT B – ASSUMPTIONS FOR CALCULATIONS

	Jobs Created	Annual Average Wage	Total Incentive Funding Provided	Cost Per Job Created	Weighted Average Annual Wage
2008	648	$ 66,808	1,470,000	$ 2,269	$ 7,692.17
2009	1,323	$ 63,258	3,065,000	$ 2,317	$ 14,870.30
2010	1,238	$ 65,264	3,070,759	$ 2,480	$ 14,356.19
2011	2,419	$ 38,547	2,543,000	$ 1,051	$ 16,568.25
TOTAL	**5,628**	**$ 58,469**	**$ 10,148,759**	**$ 1,803**	**$ 53,487**

	Total Incentive Funding	Job Creation Funding
2008	$ 3,003,040	$ 1,470,000
2009	$ 3,955,000	$ 3,065,000
2010	$ 4,322,959	$ 3,070,759
2011	$ 2,678,000	$ 2,543,000
TOTAL	$ 13,958,999	$ 10,148,759
% of Total Incentive Funding spent on Job Creation		72.70%

Income Tax Paid To The State	
General Fund Increase	$ 5,750,000
% of Incentive Funding for Job Creation	72.7%
Job Creation Incentives*	$ 4,180,483
Cost Per Job Created	$1,803
Number of New Jobs Created	2,319

*Calculated difference due to rounding

EXHIBIT B – ASSUMPTIONS FOR CALCULATIONS (CONTINUED)

Estimated Direct Impacts of Additional Funding for Jobs Incentives[1]		
Additional Jobs Funding by Fiscal Year (One-Time Funding)	**Total Number of Jobs Associated with OEDIT Funding[2]**	**Total Direct State Tax Revenue from Jobs (Annually)[3]**
FY13: $4,180,483	2319	$4,900,000

Source: Calculations by the Governor's Office of State Planning and Budgeting using data from OEDIT and the Department of Revenue.

[1] This analysis only estimates the direct effects of jobs associated with additional state funding for job creation incentives. Thus, it does not take into account any indirect or multiplier effects of the economic activities of relocating or expanding businesses and their associated employees in the state. For example, the additional spending and investment by a new or expanding business will create additional economic activity in the state that will likely generate additional tax revenue. Also, the additional spending from new jobs will create additional economic activity. The effects of these activities are not estimated in this analysis.

[2] The amount of jobs associated with additional funding was calculated using an average cost of $1,803 per job.

[3] Almost all of the state tax revenue is from income and sales taxes, but total revenue also includes taxes paid on motor fuel and other excise taxes, such as alcohol, as well as revenue from licenses and registrations. The revenue estimates were derived using an average annual wage of each employee of $53,487.

EXHIBIT C – EXAMPLES OF INCENTIVES IN OTHER STATES

At least 30 states have some form of discretionary economic development funds available. A number of states have either enacted new funds or increased existing funds. The following table summarizes some notable incentives in states that Colorado typically competes with for job-creating opportunities:

State	Fund	Appropriation	Comments
Texas	Texas Enterprise Fund	$280 million in FY05; $47.7 million in FY2011	Largest fund of its kind in the U.S.
Arizona	Deal Closing Fund	$25 million in FY 2011	Will put AZ in top third of states with "closing funds"
North Carolina	One North Carolina Fund	$10 million /year	
Virginia		$10 million/year	$19 million available
Florida		$26.4 million	
New York		$35 million	
Georgia		$25 million	
Missouri (proposed)	Compete Missouri	$141 million by 2014	Not passed as of Sep. 18, 2011

Similar to Colorado, most of the above incentives are performance-based commitments requiring contracts (Missouri proposal is an up-front incentive) by businesses with typical criteria being substantial job creation at relatively high wage levels, significant capital investment, quality of project, strategic importance, competitiveness with other states and similar factors. Most also require a local match (from cities/counties where the project is located).

EXHIBIT D – EXAMPLES OF TESTIMONIALS FROM BUSINESSES

ARROW ELECTRONICS, INC
7459 SOUTH LIMA STREET
ENGLEWOOD, CO 80112

Kenneth W. Lund
Executive Director, OEDIT
1625 Broadway, Suite 2700
Denver, Colorado 80202

October 19, 2011

Dear Ken,

We are excited to have announced that we are moving our headquarters from Melville New York to Arapahoe County Colorado. Thank you for all of your support. The collaboration with The State and other various partnerships will enhance Arrow Electronics' long term successful growth strategy.

Arrow Electronics is a global provider of products, services and solutions to industrial and commercial users of electronic components and enterprise computing solutions, with 2010 sales of $18.7 billion. Arrow serves as a supply channel partner for over 1,200 suppliers and 115,000 original equipment manufacturers, contract manufacturers and commercial customers through a global network of more than 340 locations in 52 countries and territories. In the evaluation process, we considered staying in New York or moving to Colorado. The incentives offered by the State of Colorado were critical in our decision process. The Job Growth Tax Credit award and various other tools allowed us to make a clear decision on this move.

Arrow anticipates that we may add over 1250 jobs to Colorado in the next 5 years with an average salary of $79,602, 146% of the average annual wage in Arapahoe County of $54,600. The economic impact will be tremendous as not only will there be a large workforce here but many of our suppliers will travel in and out of Denver. As an international company, DIA and Centennial Airports were important decision factors.

Had Arrow not been granted the incentives provided from the Colorado Economic Development Commission, the company would not have selected Colorado for it's new headquarters.

Sincerely,

Richard Kylberg
Vice President, Corporate Communications

From: Schastok, Chris (US) [mailto:Chris.Schastok@am.jll.com]
Sent: Thursday, October 06, 2011 12:20 AM
To: Tammy Fields; Mossman, Michael
Subject: RE: EDC Incentive Testimonials

Tammy,

I think it's safe to say that the State's economic incentive assistance was a critical factor in helping CCi make the final decision to choose Colorado Springs for their new location. Mike, please chime in.

I would also offer, 100% separate from any statement from CCi, that economic incentives are becoming more important than ever and that CO's ability to offer such will help differentiate the State.

Christopher B. Schastok | Senior Associate
Jones Lang LaSalle Americas | Strategic Consulting
200 East Randolph Drive, Suite 4600 | Chicago, IL 60601
T: 312.228.2324 | F: 312.601.1724
chris.schastok@am.jll.com | www.jll.com

Leprino Foods
1830 West 38th Avenue
Denver, CO 80211-2225

Michael L. Reidy
Senior Vice President
303.480.2961
mreidy@leprinofoods.com

October 6, 2011

Ken Lund
Executive Director
State of Colorado
Office of Economic Development & International Trade
1625 Broadway, Suite 2700
Denver, CO 80202

Re: Importance of New Business Incentives/Leprino Foods Company's Greeley, Colorado Facility

Dear Mr. Lund:

It is my understanding that the State of Colorado is considering additional incentives to encourage new business investment in the state. As a participant in several site selection exercises for various new or expanded facilities over the past few years on behalf of Leprino Foods, I can attest to the importance of incentives when a business is considering new investments in a particular state and local region. Most companies have choices on where to invest and, while numerous factors are considered as part of this process, the availability and magnitude of available incentives is a primary consideration. Leprino Foods Company considered both state and local incentives in deciding to build its new dairy products facility in Greeley. In fact, the local incentives offered by the City of Greeley were a driving force in our decision to build our new facility.

Please let me know if you have any questions or would like to discuss the importance of incentives in more detail.

Very truly yours,

Michael L. Reidy
Senior Vice President

Parelli

www.parelli.com

October 10, 2011

Kenneth W. Lund
Executive Director
OEDIT
1625 Broadway, Suite 2700
Denver, CO 80202

Dear Mr. Lund:

In the summer of 1995, Pat Parelli and his wife Linda, arrived in Pagosa Springs in a pick-up truck with a slide-in camper in which they were living. They established a base-camp at the Archuleta County Fairgrounds while members of the Pagosa Springs community helped the Parellis' locate ranch property, office space and willing employees.

From those humble beginnings, emerged a world-wide company with annual revenue of $20 million; 42% from foreign sources and roughly 90% of domestic revenues from outside the state of Colorado. Our Pagosa Springs headquarters currently employs 68 people locally to staff a call center, shipping and fulfillment center, warehouse, video editing facilities and administrative functions for both the Colorado and Florida locations including accounting, graphic design, IT, website development, marketing and public relations. Parelli offers study centers in Colorado and Florida, distribution and study centers in the U.K. and Australia, a network of licensed Parelli Instructors throughout the U.S., Australia and Europe, home-study courses and equipment sales, memberships, conferences and a weekly educational television series. Parelli Natural Horse-Man-Ship, Inc. ("PNH") is now the third largest private employer in Archuleta County and attracts in excess of 4,000 visitors to Pagosa Springs annually.

One might ask, "How did this happen? The answer is that it happened with the support of local government and the business community, the largest part of that support coming from Ed Morlan, Executive Director of the Region 9 Economic Development District of Southwest Colorado, Ross Aragon, Mayor of the Town of Pagosa Springs for 34 years and Alice Kotrlik, Deputy Director and Business Finance Director of the Colorado Office of Economic Development and International Trade. Without their efforts, Parelli's headquarters would have been built in Ocala, Florida. Instead, PNH has enjoyed jobs creation grants, training grants and accreditation as an International Business Finance Facility for our worldwide headquarters right here in beautiful southwest Colorado.

The State of Colorado needs to focus their resources on companies like Parelli who will create stable high-paying employment for local residents and generate millions of dollars in related economic activity such as lodging, restaurant and retail sales in rural areas of the state. Our continued success requires the vision and commitment of government to facilitate growth in these economically depressed areas of the state.

Sincerely,

Mark J. Weiler
President
Parelli Natural Horse-Man-Ship, Inc.

UNITED STATES
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NREL
NATIONAL RENEWABLE ENERGY LABORATORY

October 18, 2011

Mr. Kenneth W. Lund
Executive Director
Colorado Office of Economic Development & International Trade
1625 Broadway, Suite 2700
Denver, Colorado 80202

Dear Mr. Lund:

Let me congratulate you on the recent announcement that GE/PrimeStar selected Colorado as the new home for its manufacturing facility. We are equally proud that a company created by a former NREL researcher will have such a significant impact on Colorado's economic health by creating hundreds of new jobs. It is this type of news that illustrates how important it is for the state to continue to fund the Colorado Economic Development Commission and partner with institutions such as NREL to precipitate economic growth.

The Alliance for Sustainable Energy, which operates NREL for the U.S. Department of Energy, partnered with the state in 2008 to form the Colorado Center for Renewable Energy Economic Development (CREED) when the Alliance bid for the management contract for NREL. CREED was an important factor in the Alliance's winning contract proposal. Funding from the CEDC to NREL for the creation of CREED has had a significant impact on bringing together a number of entities that support the creation and growth of startup cleantech companies, contributing to economic development in the State.

The programming of CREED offers a unique opportunity for technology commercialization, where inventors, scientists, engineers and researchers can meet and discuss important technical, business, market, and policy issues with entrepreneurs, venture capital and investment firms, angel investors, analysts and policymakers. It is a home for state and regional initiatives that foster the creation of new businesses and the growth of existing business. CREED has served 250 individuals through its financial coaching events, more than 50 entrepreneurs through its entrepreneur workshops, and is supporting the mapping of resources and facilities to accommodate the needs of cleantech companies.

We believe that the CREED mission, stakeholder partnerships, and programs will further enable job growth, facilitate new company starts, company retention and company expansion, all of which contribute to Colorado being recognized as an active, attractive State in which to do business.

NREL has fostered the growth of startup companies and the development of their products, as well as helped the State attract new companies to Colorado. We believe that companies such as GE/PrimeStar, Arrow Electronics, Abound Solar, Abengoa, Siemens, Conoco Phillips, and Vestas, among others, consider access to NREL's facilities and scientists a plus when making decisions about where to locate. Certainly, our commercialization and deployment focus for moving clean technology from the Laboratory into the private sector has benefitted the state.

1617 Cole Boulevard
Golden, CO 80401-3305
Phone: 303-275-3000

NREL is a national laboratory of the U.S. Department of Energy
Office of Energy Efficiency and Renewable Energy
Operated by the Alliance for Sustainable Energy, LLC

Many NREL researchers and scientists have left the Laboratory and started successful businesses in the clean energy industry. NREL alumni also hold leadership positions in many prominent clean energy companies around the state. Examples of companies led or managed by NREL alumni include Boulder Windpower, TerraLUX, PrimeStar/GE and SkyFuel. These companies continue to have strong ties to the Laboratory. Furthermore, Boulder Windpower and another company that works closely with the Lab, OPX Biotechnologies, have recently completed successful investment rounds ensuring future growth and jobs in the state.

- Companies led by NREL alumni employ 390 people and are responsible for $118 million in sales and over $251 million in funding raised since 1985.
- To date NREL's internship programs have employed more than 650 people since 2008, working to create a strong talent pipeline for renewable energy companies.

In addition, NREL's Industry Growth Forum, held annually in Denver and sponsored in part by the state, has been the nation's premier clean energy investment event. The forum attracts 500 to 600 participants, adding significantly to the economic benefit of Colorado. Companies who have presented at the forum since 2003 have raised almost $4 billion in growth financing and created more than 3000 jobs, many of these in Colorado.

The state's partnership with NREL also has helped the Laboratory grow, which in turn has resulted in economic benefit to Colorado. According to a recent University of Colorado Leeds School of Business study, the net economic benefit of NREL to Colorado totaled $588.3 million in 2009, growing to $742 million in 2010 and $831.3 million in 2011 (fiscal years). Total (direct, indirect, and induced) employment impacts were 4,729 in FY2009, rising to 5,706 in FY2010 and 6,282 in FY2011.

Awarded research contracts, one-time construction expenditures, and visitor impacts provide economic benefit to numerous industries across the state, including the ailing construction industry. Construction expenditures to Colorado companies were significant during the study period—approximately $26.7 million in FY2009, $59.6 million in FY2010, and $69 million in FY2011. The accommodation and food services industry also received a boost via visitors to NREL, with visitor spending ranging between $900,000 and $1.2 million per year.

NREL's success has been closely tied to our partnership with the state and funding from the CEDC has made it possible for the Alliance to stand up CREED, enabling us to expand NREL's impact through this new facility. Thank you for making that possible. We look forward to continuing this positive partnership.

Sincerely,

Casey Porto
Sr. Vice President, Commercialization & Deployment
National Renewable Energy Laboratory

Governor's Office of Economic Development Programs
R-1: Economic Development Commission General Fund Increase
Exhibit E: FTE Calculations

OSPB Common Policy for FTE Requests

		FTE and Operating Costs												GRAND TOTAL			
Fiscal Year(s) of Request		FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONAL SERVICES	Title:																
Number of PERSONS / class title		0	0	1	1	0	0	0	0	0	0	0	0				
Number of months working in FY 09-10, 10-11, & 11-12		0	0	12	12	0	0	0	0	0	0	0	0				
Number months paid in FY 09-10, 10-11, & 11-12		0	0	11	12	0	0	0	0	0	0	0	0				
Calculated FTE per classification		0.0	0.0	0.9	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.9	1.0
Annual base salary				$60,000	$61,200												
Salary		$0	$0	$55,000	$61,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$55,000	$61,200
PERA	10.15%	$0	$0	$5,583	$6,212	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,583	$6,212
Medicare	1.45%	$0	$0	$798	$887	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$798	$887
Subtotal Personal Services at Division Level		$0	$0	$61,381	$68,299	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$61,381	$68,299
STD	0.177%	$0	$0	$97	$108	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$97	$108
HLD	$ 4,421	$0	$0	$4,421	$4,421	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,421	$4,421
AED - Blended Fiscal Year Rates		2.40%	2.80%	3.20%	3.60%	2.40%	2.80%	3.20%	3.60%	2.40%	2.80%	3.20%	3.60%				
AED		$0	$0	$1,760	$2,203	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,760	$2,203
SAED - Blended fiscal Year Rates		1.75%	2.25%	2.75%	3.25%	1.75%	2.25%	2.75%	3.25%	1.75%	2.25%	2.75%	3.25%				
SAED		$0	$0	$1,513	$1,989	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,513	$1,989
Total Personal Services with Common Policy		$0	$0	$69,172	$77,020	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$69,172	$77,020
OPERATING EXPENSES																	
Supplies @ $500/$500[2]	$500	$0	$0	$500	$500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$500	$500
Computer @ $900/$0	$900	$0	$0	$900	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$900	$0
Office Suite Software @ $330/$0	$330	$0	$0	$330	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$330	$0
Office Equipment @ $3,473/$0 (includes cubicle and chair)	$3,473	$0	$0	$3,473	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,473	$0
Telephone Base @ $450/$450[2]	$450	$0	$0	$450	$450	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$450	$450
Other[3,4]														$0	$0	$0	$0
Other[3,4]														$0	$0	$0	$0
Other[3,4]														$0	$0	$0	$0
Subtotal Operating Expenses		$0	$0	$5,653	$950	$0	$0	$0		$0	$0	$0		$0	$0	$5,653	$950
GRAND TOTAL ALL COSTS		$0	$0	$74,825	$77,970	$0	$0	$0		$0	$0	$0		$0	$0	$74,825	$77,970

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE

3 - Other non-routine expenses such as Fleet, Leased space, or a laptop must be separately defended and calculated. Please provide documentation to justify these requested costs. Agencies must work with DPA or the Governor's Office of IT when requesting Fleet, MNT, GGCC or other centralized items administered by this Department

4 - Computer contract hours should be estimated at $100 /hour for a Project Manager. Other costs could include $86/hour for an IT Business Analyst, $74/hour for a Programmer and $65 for a Network Administrator. Legal fees should be $73.50 (blended attorney and paralegal services estimate charged by Dept. of Law). Exceptions will only be given if sufficient justification is provided. Mileage reimbursement rates are outlined below

Mileage Reimbursement	
2-wheel drive (90% of IRS rate (set at $0.55 in 2010))	$0.45
4-wheel drive (95% of IRS rate (set at $0.55 in 2010))	$0.48
nautical mileage	$0.50

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office Economic Development Programs
Request Title: Global Business Development Initiative
Priority Number: R-2

Dept. Approval by: 10-24-11 Date

OSPB Approval by: 10/24/11 Date

- ☑ Decision Item FY 2012-13
- ☐ Base Reduction Item FY 2012-13
- ☐ Supplemental FY 2011-12
- ☐ Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	**Total**	2,021,935	-	2,045,803	250,000	250,000
	FTE	17.6	-	17.6	2.8	3.0
	GF	1,443,848	-	1,467,716	250,000	250,000
	GFE	-	-	-	-	-
	CF	219,950	-	219,950	-	-
	RF	-	-	-	-	-
	FF	358,137	-	358,137	-	-
(4) Economic Development Programs - Global Business Development	**Total**	2,021,935	-	2,045,803	250,000	250,000
	FTE	17.6	-	17.6	2.8	3.0
	GF	1,443,848	-	1,467,716	250,000	250,000
	GFE	-	-	-	-	-
	CF	219,950	-	219,950	-	-
	RF	-	-	-	-	-
	FF	358,137	-	358,137	-	-

Letternote Text Revision Required? Yes: ☐ No: ☑ **If yes, describe the Letternote Text Revision:**

Cash or Federal Fund Name and COFRS Fund Number: Not Required
Reappropriated Funds Source, by Department and Line Item Name: Not Required.
Approval by OIT? Yes: ☐ No: ☑ **Not Required:** ☑
Schedule 13s from Affected Departments: Not Required
Other Information: Not Required

GOVERNOR'S OFFICE
ECONOMIC DEVELOPMENT PROGRAMS

FY 2012-13 Funding Request
November 1, 2011

John W. Hickenlooper
Governor

Kenneth W. Lund
Executive Director

Department Priority: R-2
Request Title: Global Business Development Initiative

Summary of Incremental Funding Change for FY 2012-13	Total Funds	General Fund	FTE
Global Business Development Initiative	$250,000	$250,000	2.8 FTE

Request Summary:
The Department is requesting new General Fund of $250,000 and 2.8 FTE in their Global Business Development division to retain businesses in Colorado that are part of targeted cluster industries. The FY 2011-12 Global Business Development appropriation included $1,467,716 General Fund. Thus, this proposal seeks to increase the appropriation by $250,000 to $1,717,716. The Department will use $240,659 of the requested funding for costs associated with the 2.8 FTE, annualizing to 3.0 in FY 2013-14. The additional $9,341 will provide for software customizations necessary to support the work of the FTE. Through the work of the requested FTE, the Department will determine both the positive attributes to doing business in Colorado and the barriers that each specific cluster faces in doing business in Colorado. The Department will then use this information to improve Colorado's business climate.

As Colorado and the nation endure the harshest economic climate since the Great Depression, spurring economic activity is paramount. With the statutory responsibility to encourage the expansion and retention of Colorado businesses, the Department's work is more important than ever. Currently, the Department is reactive and does not have sufficient staff resources to support a robust and systematic "recruit, retain and grow" knowledge based strategy. The requested funds will allow the Department to implement an offensive strategy in shaping Colorado's economic future.

A proactive strategy will involve the requested FTE developing relationships with existing Colorado businesses within targeted industry clusters. Clusters are groups of inter-related industries that drive wealth creation in a state or region, primarily through the domestic and international export of goods and services. The FTE will be tasked with reaching out to businesses that have been identified within existing Colorado core industry clusters. Each member of this team will be responsible for 3-4 industry clusters. All businesses assisted will be surveyed to document the results provided by the state's efforts. In their work with businesses in the targeted clusters, the requested FTE will determine both the positive attributes to doing business in Colorado and the barriers that each specific business faces in doing business in Colorado. Examples of barriers could include:

- Regulatory obstacles
- Lack of distribution channels or suppliers needed by the businesses
- Insufficient resources
- Inadequate information on other businesses that could provide networking and partnering opportunities

Working with targeted industry clusters will increase the state's knowledge of the industry clusters' needs, enabling a response based on the information learned. Ultimately, the Department will use the analysis and research to resolve barriers to doing and growing business in Colorado.

Anticipated Outcomes:
By eliminating the barriers facing Colorado's key industry clusters, the Department anticipates retaining businesses within these clusters that may otherwise decide to relocate. With the economy in a recession, competition for companies to relocate between states is intense. By working with the industry clusters to improve Colorado's business climate, the Department anticipates it can prevent businesses from relocating out of state. The Department expects the FTE will work with a minimum of 25 companies employing an average of 84 people. By retaining just one of these businesses, the Department can save 84 jobs and retain over $300,000 in personal income tax to the State.

This calculation does not take into account revenue generating factors from expansion activities, corporate/business income tax paid, sales taxes paid, and property taxes paid (either directly or through rental income). Additionally, the calculation omits costs for unemployment, infrastructure, schools, and other social costs. Beyond these projections, the Department expects that many of the businesses assisted will expand and new businesses will also be attracted which will provide additional state benefits.

Please refer to Exhibit A for further details pertaining to the projected state benefit calculations.

Beyond retention of businesses, the Department anticipates establishing robust, fruitful relationships with the businesses it works with by maintaining continuous contact with them. This approach will place the state in a strong position when such businesses consider expansion plans. Solid relationships with businesses in targeted clusters will give Colorado an immediate entry in working to secure future expansions in Colorado before businesses (1) consider locations outside of Colorado or (2) other states court the business to relocate. This approach will give Colorado the reputation of a strong business climate. In turn, Colorado will become more competitive and this business strength will be a significant factor in attracting new businesses.

Finally, surveys of assisted businesses will be utilized to provide performance measurement tracking and reporting information.

Assumptions for Calculations:
Attached as Exhibit B are the FTE cost calculations for the 2.8 FTE. In FY 2012-13, the costs associated with the 2.8 FTE amount to $240,659.

Additionally, the Department is requesting $9,341 in FY 2012-13 to customize software that will be used to support the businesses contained within each industry cluster, the tracking of businesses assisted, and the surveys required to document performance results in the initial year. In FY 2013-14, the FTE costs will annualize to $247,437, leaving $2,563 for the Department to use to make additional software customizations as needed to grow with the initiative's needs.

Consequences if not Funded:
As noted earlier, without the requested funds the Department will not be able to develop a comprehensive, proactive strategy to retain and grow Colorado businesses. This leaves the Department operating at a basic "reactive" level, incapable of heightening its efforts in response to the particularly troubling economic climate.

Current Statutory Authority or Needed Statutory Change:
No Statutory changes will be necessary. Global Business Development shares and utilizes three primary statutory authorizations as follows:

- 24-48.5-101 (2) C.R.S. includes authorization to encourage the expansion

and retention of Colorado businesses through business recruitment, retention and expansion assistance, coordinate the marketing of Colorado as a site for expansion or relocation projects for companies in other states or countries, and to coordinate job training and management and financial assistance to existing Colorado companies or to out-of-state companies which are considering expansion or relocation in Colorado, provide services to small businesses in Colorado in order to help them expand or remain in business, and provide technical assistance and research support.

- 24-49.5-101 through 24-49.5-105, C.R.S. includes authorization to promote the interests of minority businesses by assisting minority business enterprises in establishing networks with both government and the private sector, assuring a greater flow of information about minority businesses and the opportunities available to minority businesses, and providing economic research and information with the ultimate goal of providing the best opportunities for minority business enterprises to enter the mainstream.
- 24-47-101 through 102, C.R.S. includes authorization to encourage, promote and assist in the expansion of Colorado exports, including both goods and services, to international markets, develop the ability and resources to deal effectively with and encourage foreign investment in this state; utilize traditionally effective international promotion techniques designed to create new channels of distribution for Colorado firms which have no export market, review and analyze proposed international trade agreements, and coordinate with other state and local government economic development entities.

EXHIBIT A – Return on Investment Projections

The projected state benefits are based on a straight-forward return on investment calculation to determine jobs and revenue retained as a result of the requested funding. The calculation uses the projected number of jobs to be retained within sample anticipated cluster industries, the projected average wage rates for these jobs, and Colorado's stated personal income tax rate. The table of sample industry clusters below provides the basis for the two elements of the calculation: weighted average employment and weighted average wage rate.

Sample Industry Clusters

Industry	2010 Employment	Average Wage (weighted where more than one sector makes up cluster)	Firm Size*
Aerospace	19,170	$107,760	50
Aviation	12,500	$49,452	125
BioScience	15,404 (5,622 pharma & 9,782 medical devices)	$60,141	50
Broadcast/Telecom.	40,700	$94,750	200
Renewable Energy (Cleantech)	16,960	$76,130	50
Traditional Energy	20,980	94,750	100
Financial Services	143,350	$66,352	50
Information Technology/Software	49,500	$87,464	50

* In Colorado, as in the U.S. as a whole, small businesses account for the huge majority of firms but they employ a smaller share of workers. For this purpose, a middle range for the industry was used for a number of reasons. The midsized firms are more likely to be still in a growth mode and are the ones most vulnerable to merger and acquisition with a threat of being moved, and as a medium sized industry in a cluster hierarchy, they may be dependent upon a single market for the bulk of their business. For example, CDLE's latest report of employment by size of firm for Mining (which includes Oil & Gas, or cluster industry "Traditional Energy") indicates that most employees are in firms with 100 – 249 employees, with next highest in the 250 – 499 group, followed by the 50 – 99 firms. To be conservative, we assumed retention of a firm with 100 employees for this analysis. The same methodology was also used for the other sectors identified above.

	Assumptions		
Weighted average employment	×	84	Employees
Weighted average wage	× $	77,180	
Total payroll retained	**$**	**6,483,120**	

Estimated State impacts:

Personal income tax generated = $300,168 (assume flat tax rate of 4.63%)

Governor's Office of Economic Development Programs
R-2 Global Business Development Initiative
Exhibit B: FTE Calculations

OSPB Common Policy for FTE Requests

		FTE and Operating Costs												GRAND TOTAL			
Fiscal Year(s) of Request		FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 10-11	FY 11-12	FY 12-13	FY 13-14
PERSONAL SERVICES	Title:																
Number of PERSONS / class title		0	0	3	3	0	0	0	0	0	0	0	0				
Number of months working in FY 09-10, 10-11, & 11-12		0	0	12	12	0	0	0	0	0	0	0	0				
Number months paid in FY 09-10, 10-11, & 11-12		0	0	11	12	0	0	0	0	0	0	0	0				
Calculated FTE per classification		0.0	0.0	2.8	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.8	3.0
Annual base salary				$65,000	$65,000												
Salary		$0	$0	$178,750	$195,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$178,750	$195,000
PERA	10.15%	$0	$0	$18,143	$19,793	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$18,143	$19,793
Medicare	1.45%	$0	$0	$2,592	$2,828	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,592	$2,828
Subtotal Personal Services at Division Level		$0	$0	$199,485	$217,621	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$199,485	$217,621
STD	0.177%	$0	$0	$316	$345	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$316	$345
HLD	$ 4,421	$0	$0	$13,263	$13,263	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$13,263	$13,263
AED - Blended Fiscal Year Rates		2.40%	2.80%	3.20%	3.60%	2.40%	2.80%	3.20%	3.60%	2.40%	2.80%	3.20%	3.60%				
AED		$0	$0	$5,720	$7,020	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,720	$7,020
SAED - Blended fiscal Year Rates		1.75%	2.25%	2.75%	3.25%	1.75%	2.25%	2.75%	3.25%	1.75%	2.25%	2.75%	3.25%				
SAED		$0	$0	$4,916	$6,338	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,916	$6,338
Total Personal Services with Common Policy		$0	$0	$223,700	$244,587	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$223,700	$244,587
OPERATING EXPENSES																	
Supplies @: $500/$500[2]	$500	$0	$0	$1,500	$1,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,500	$1,500
Computer @: $900/$0	$900	$0	$0	$2,700	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,700	$0
Office Suite Software @: $330/$0	$330	$0	$0	$990	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$990	$0
Office Equipment @: $3,473/$0 (includes cubicle and chair)	$3,473	$0	$0	$10,419	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$10,419	$0
Telephone Base @: $450/$450[2]	$450	$0	$0	$1,350	$1,350	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,350	$1,350
Other[3,4]														$0	$0	$0	$0
Other[3,4]														$0	$0	$0	$0
Other[3,4]														$0	$0	$0	$0
Subtotal Operating Expenses		$0	$0	$16,959	$2,850	$0	$0	$0		$0	$0	$0		$0	$0	$16,959	$2,850
GRAND TOTAL ALL COSTS		$0	$0	$240,659	$247,437	$0	$0	$0		$0	$0	$0		$0	$0	$240,659	$247,437

1 - Initial year full salary is 11 months to account for Pay Date Shift if General Fund employee.

2 - The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense. Items are prorated for partial FTE

3 - Other non-routine expenses such as Fleet, Leased space, or a laptop must be separately defended and calculated. Please provide documentation to justify these requested costs. Agencies must work with DPA or the Governor's Office of IT when requesting Fleet, MNT, GGCC, or other centralized items administered by this Department

4 - Computer contract hours should be estimated at $100 /hour for a Project Manager. Other costs could include $86/hour for an IT Business Analyst, $74/hour for a Programmer and $65 for a Network Administrator. Legal fees should be $73.50 (blended attorney and paralegal services estimate charged by Dept. of Law). Exceptions will only be given if sufficient justification is provided. Mileage reimbursement rates are outlined below

Mileage Reimbursement	
2-wheel drive (90% of IRS rate (set at $0.55 in 2010))	$0.45
4-wheel drive (95% of IRS rate (set at $0.55 in 2010))	$0.48
nautical mileage	$0.50

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office Economic Development Programs
Request Title: Office of Film, Television and Media Performance-based Film Incentive Funding
Priority Number: R-3

Dept. Approval by: 10-27-11
Date

OSPB Approval by: 10/27/11
Date

- ☑ **Decision Item FY 2012-13**
- ☐ **Base Reduction Item FY 2012-13**
- ☐ **Supplemental FY 2011-12**
- ☐ **Budget Amendment FY 2012-13**

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	**Total**	-	-	-	3,000,000	3,000,000
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	3,000,000	3,000,000
	RF	-	-	-	-	-
	FF		-		-	-
Office of Film, Television, and Media (NEW LONG BILL LINE ITEM)	**Total**	-	-	-	3,000,000	3,000,000
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	3,000,000	3,000,000
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: ☑ No: ☐ **If yes, describe the Letternote Text Revision:**
In addition to any other appropriation, this amount shall be from the Creative Industries Cash Fund created in section 24-48.5-301(2)(a)(II), C.R.S.

Cash or Federal Fund Name and COFRS Fund Number: Creative Industries Cash Fund Appropriation 552, Fund 25N
Reappropriated Funds Source, by Department and Line Item Name: Not applicable
Approval by OIT? Yes: ☐ No: ☐ **Not Required:** ☑
Schedule 13s from Affected Departments: Not required.
Other Information: Not required.

GOVERNOR'S OFFICE
ECONOMIC DEVELOPMENT PROGRAMS

FY 2012-13 Funding Request
November 1, 2011

John W. Hickenlooper
Governor

Kenneth W. Lund
Executive Director

Department Priority: R-3
Request Title: Office of Film, Television and Media Performance-based Film Incentive Funding

Summary of Incremental Funding Change for FY 2012-13	Total Funds	General Fund	FTE
Office of Film, Television and Media Performance-based Film Incentive Funding	$3,000,000	$0	0.0 FTE

Request Summary:
The Department is requesting a new long bill line item for $3,000,000 from Limited Gaming Funds to support the Office of Film, Television and Media (OFTM) in FY 2012-13 and beyond. With the increased funds, the Office of Film, Television and Media will be able to fulfill more requests for the state's 10% performance-based film incentive, thereby generating as much as $30 million in new film production expenditures in Colorado and creating up to 600 new jobs. With this request, the Department is proposing a statutory change to increase the annual appropriation of Limited Gaming Funds to the Creative Industries Cash Fund for the Office of Film, Television and Media.

Film productions are overwhelmingly located in states that offer significant production incentives. The following states offer the highest incentives and are therefore capturing a large percentage of the nation's major studio productions: New Mexico (25% incentive), Louisiana (30% for out of state residents and 35% for residents), Georgia (30%), and Utah (25%). Currently, very little out-of-state film production is coming to Colorado, in spite of the fact that Colorado clearly has many advantages such as proximity to Los Angeles and ample daily non-stop flights, available hotel space, great locations, a reasonable cost of living, and skilled workers. The reason for this is simple. Other states, however, offer strong financial incentives to film in these states and Colorado's film incentive is inadequate and underfunded. Colorado's current film incentive is a 10% performance-based cash rebate of a production's qualified expenditures in Colorado. This incentive has primarily attracted in-state production companies. To attract more out-of-state production, Colorado needs to create a new approach that combines additional dollars in the incentive fund, an increased incentive percentage, and a gap loan fund. The Office of Film, Television and Media believes that this combination will be sufficient to compete effectively for production business that currently goes to other states. This funding request deals solely with the additional dollars needed in the existing incentive fund. The Department will also propose legislation during the 2012 session that would increase the allowable incentive to 20% of specified production expenses that occur within Colorado and to establish a gap loan program. For more detail on this, see the section below titled *Current Statutory Authority or Needed Statutory Change*.

The mission of the OFTM is to promote Colorado as a location for making feature films, television shows, television commercials, and still photography. The OFTM primarily accomplishes this by administering Colorado's film incentive. In FY 2007, the legislature established the 10%

performance-based film incentive. The incentive is in the form of a 10% rebate that is payable upon completion of production activities in Colorado and acceptance by the Office of Film, Television, and Media of a financial report detailing the production company's qualified expenditures in Colorado. To date, the Office of Film, Television, and Media has paid or earmarked $980,785 in production incentive rebates, which is expected to generate $ 9.8 million in production activity and create 188 jobs, per the Leeds' School of Business analysis (see Exhibit A). There is currently $1 million available in the Film Incentives Fund. Over the past five fiscal years, a total of approximately $2.7 million has been appropriated for incentives and the Office of Film, Television, and Media's operational expenses. Included in the $2.7 million is the FY 2011-12 gaming fund revenue of $240,054. See Exhibit B for a list of incentives that have been paid or earmarked and anticipated jobs impact.

With the requested funds, the Office of Film, Television, and Media will review new potential production projects for incentive funding. The Office will then make recommendations to the Economic Development Commission, which will ultimately decide which projects to provide incentives.

Anticipated Outcomes:
The economic benefits of an improved incentive are significant. The Office of Film, Television, and Media will be able to attract production companies that will create approximately 600 jobs, not just for producers, directors, writers, bankers and lawyers, but also for skilled labor, including:

- Carpenters
- Electricians
- Painters
- Scenic designers
- Artists
- Actors and extras
- Local casting directors
- Make-up artists
- Hairdressers
- Editors
- Sound recorders
- Photographers
- Musicians
- Food service employees
- Costume designers & wardrobe personnel
- Truck drivers & location specialists

Local service providers will benefit, such as:

- Caterers
- Dry cleaners
- Car rental agencies
- Suppliers of trailers
- Mobile homes
- Hotels
- Apartment rentals
- Camera & lighting equipment

Additionally, at the current 10% incentive rate, the requested funding will generate $30 million in new production expenditures in Colorado. These expenditures will drive additional tax revenue to both the state and local governments. Based on the aforementioned Leeds' School of Business analysis, $3 million in additional incentive funding will drive $3.6 million in additional tax revenue to the state and local governments.

Filming is also a clean industry, requires little or no additional infrastructure, and generates increased tourism.

Finally, a major impact is the full employment of Colorado's existing production assets. For example, Colorado is home to Lighting Services Inc., a major studio complex and lighting equipment supplier, which has completed several large productions like the Food Challenge. Unfortunately, LSI's business has dwindled in recent years as productions have gone to states with better incentives. The OFTM was recently notified that the Food Challenge is moving to another state. Increased activity in Colorado by out-of-state production companies is essential to ensure that LSI is able to maintain full employment in Colorado.

Assumptions for Calculations:
The anticipated 600 jobs created is based on the Leeds' study of Colorado's Film Incentives which shows that approximately 20 jobs are created per $1 million in production expenditures. With $30 million in production expenditures, the request will create 600 jobs.

This request assumes the additional $3 million will go towards Colorado's current 10% performance-based cash rebate. Therefore, an additional $3 million in expenditures will generate $30 million in new production expenditures.

The additional state and local government tax revenue is based on the Leeds' study showing a $1.20 return per $1 in incentive funding. Therefore, $3 million in additional incentive funding will generate $3.6 million in new tax revenue.

See attached Exhibit A for job creation and return on investment analysis from the Leeds School of Business.

Consequences if not Funded:
The alternative is to maintain the status quo and not appropriate new dollars to the current fund. The $1 million remaining in the fund will incentivize $10 million in production activity in Colorado and create 200 jobs. The problem is that the five year history of the program has shown that the 10% incentive has stimulated very little out-of-state production activity and has supported small productions, with a median of $325,000 in expenses. As explained in the *Current Statutory Authority or Needed Statutory Change* section below, OEDIT is recommending two additional changes to the existing incentive legislation that will attract more of the larger productions that are going to the states with more funding and higher incentives.

Relation to Performance Measures:
This request would impact OEDIT's primary performance measure "jobs retained and created" as noted below:

Performance Measure	Request Effect
Jobs created and retained by businesses receiving assistance from the Department	600 net new created jobs

Current Statutory Authority or Needed Statutory Change:
The statutory authority for the Request is CRS §24-48.5-301(2)(a)(II) which establishes the Creative Industries Cash Fund and CRS §24-48.5-311 which authorizes the operation of OFTM and specifies a 10% performance-based incentive in the form of a rebate.

With this request, the Department proposes to amend statute to increase the appropriation of Limited Gaming Funds established in CRS §12-47.1-701(1)(d)(I) to the Creative Industries Cash Fund.

Additionally, the Department will seek statutory changes in 2012 that will increase the allowable incentive to 20% of specified production expenses in Colorado and to establish a gap loan program that would provide up to 20% of a production's costs in the form of a low-interest bank loan that is guaranteed by the State.

As indicated in the Leeds' study, Colorado's current film incentive of 10% has been a difficult sell to out-of-state production companies due to a lack of competitiveness with other states nationally. Indeed, the Leeds' study asserts that employment in the Colorado film industry has declined 29% since 2007. To restore lost jobs will take a larger incentive fund, which is the subject of this funding request. But it will also require the State to make its incentive offering more competitive. Passing legislation to increase the incentive to 20% and establish a guaranteed gap loan program will allow Colorado to compete with New Mexico, Louisiana and Utah to attract the larger out-of-state productions that are needed to rebuild the industry.

Exhibit A
Colorado Film Incentives, Economic and Fiscal Impact Analysis of Actual film Budget Scenario
October 2011 – Leeds School of Business

The University of Colorado's Leeds School of Business analyzed the actual budget for a production that was filmed in the state of New Mexico in 2008. New Mexico was selected as the film location by and large due to their 25% film incentive offered on local spending. Leeds analyzed the "what if" scenario of filming this production in Colorado. To calculate the fiscal benefits, Leeds utilized actual Colorado sales, income and property taxes. The estimated employment figures were based on actual New Mexico expenditures.

The Net Benefit of Incentive (ROI) is equivalent to a return of $1.20 per $1 of state investment. The net job creation is equivalent to about 20 jobs per $1 million of Colorado production spend. The table below shows excerpts from the study pertinent to this request.

Estimated Fiscal Impacts of Film Production in Colorado

Based on an example of a single actual production

Output		
State Incentive Funding	$ 582,538	
Film Production's Colorado Spend	$ 5,825,383	
Direct Output		$ 5,785,821
Additional Output (Multiplier on New Spending)		$ 5,366,013
Total Output (Direct and Indirect)		**$ 11,151,834**
Direct Operations Tax Revenue		
State Income Taxes		$ 12,300
State Sales Taxes		$ 66,419
County Sales Taxes		$ 14,429
City Sales Taxes		$ 79,784
Special District Sales Taxes		$ 15,970
County Property Taxes		$ 49,399
City Property Taxes		$ 20,035
School District Property Taxes		$ 99,051
Special District Property Taxes		$ 7,736
Subtotal: Direct Operations Tax Revenue		**$ 365,123**
Direct Employment		
Film Production's Direct Employment	79	
Average Earnings	$ 47,696	
Total Earnings*	$ 3,777,509	
State Direct Income Taxes		$ 86,883
State Sales Taxes on Taxable Purchases		$ 19,048
County Sales Taxes on Taxable Purchases		$ 4,138
City Sales Tax on Taxable Purchases		$ 22,881
Special District Tax on Taxable Purchases		$ 4,580

County Property Taxes			$	20,972
City Property Taxes			$	8,505
School District Property Taxes			$	42,050
Special District Property Taxes			$	3,284
Subtotal: Direct Employment Tax Revenue			**$**	**212,341**
Indirect Employment				
Not Forgotten Indirect Employment		41		
Average Indirect Earnings	$	45,483		
Total Indirect Earnings*	$	1,873,881		
State Direct Income Taxes			$	43,099
State Sales Taxes on Taxable Purchases			$	11,249
County Sales Taxes on Taxable Purchases			$	4,396
City Sales Tax on Taxable Purchases			$	13,585
Special District Tax on Taxable Purchases			$	2,705
County Property Taxes			$	12,987
City Property Taxes			$	5,267
School District Property Taxes			$	26,041
Special District Property Taxes			$	2,034
Subtotal: Indirect Employment Tax Revenue			**$**	**121,363**
Tax Revenue				
Direct Operations Tax Revenue			$	365,123
Direct Employment Tax Revenue			$	212,341
Indirect Employment Tax Revenue			$	121,363
Total Taxes Collected			**$**	**698,827**
Jobs Created				
Film Production's Direct Employment				79
Not Forgotten Indirect Employment				41
Total Jobs Created				**120**

Cost of 10% Tax Incentive	$	582,538	
Total Taxes Collected	$	698,827	
Return on Investment (Total Taxes Collected per Dollar of Incentive)	$	1.20	
Total Production Expenditures	$	5,825,383	
Divided by $1 million	$	1,000,000	
Total Production Expenditures in Millions	$	6	million
Total Jobs Created		120	jobs
Jobs created per $1 million spent in production expenditures		20	jobs

*The Calculated number appears slightly different due to rounding.

Exhibit B
Colorado Film Incentive Payments and Encumbrances To-Date

Film Incentives To-Date	Projected Colorado Production Spend	Encumbered Incentive Amount	Actual Colorado Production Spend	Actual Incentive Paid	Type of Project	Jobs per Leeds Formula
Monster Productions			$325,000	$32,500	Feature	6.5
Double Edge Films			$196,610	$19,661	Feature	3.9
High Noon Entertainment			$848,386	$84,839	TV	17.0
Giaim			$132,670	$13,267	Direct to DVD	2.7
Sub-total Paid			**$1,502,666**	**$150,267**		**30**
Active Environmentalist-Hannah Ranch	$401,280	$40,128			Documentary	8.0
Section B	$1,400,000	$140,000			Feature	28.0
Hacienda Heights					TV	0.0
Lizzie's World	$1,500,000	$150,000			Feature	30.0
Photopia - Small Town Big Surprise	$227,197	$22,720			Documentary	4.5
A White Label Product	$325,000	$32,500			Commercial	6.5
Post Modern Company	$933,000	$93,300			Feature	18.7
Walk The Line Films	$232,000	$23,200			Commercial	4.6
Mind's Eye	$591,330	$59,133			Feature	11.8
Colorado Public Television	$280,792	$28,079			TV	5.6
Stuart Batty -- Woodturning	$600,000	$60,000			Direct to DVD	12.0
Parelli Natural Horse-Man-Ship	$256,220	$25,622			Documentary	5.1
Trammell Media Group	$250,000	$25,000			Feature	5.0
Reel Thing Productions-Uranium drivein	$154,160	$15,416			Documentary	3.1
Yodel-Ay-Hee-Hoo LLC-child's father	$403,200	$40,320			Documentary	8.1
Accomplice Content, Inc.	$254,940	$25,494			Commercial	5.1
Feeding Time Productions Inc.-Gunsmoke	$346,181	$34,618			Reality TV	6.9
Chapman Films	$149,880	$14,988			Feature	3.0
Sub-total encumbered	**$8,305,180**	**$830,518**				**158**
Totals	**$8,305,180**	**$830,518**	**$1,502,666**	**$150,267**		**188**

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office Economic Development Programs
Request Title: Global Business Development Increase in Cash Funds
Priority Number: R-4

Dept. Approval by: 10-18-11
Date

OSPB Approval by: 10/18/11
Date

- [x] Decision Item FY 2012-13
- [ ] Base Reduction Item FY 2012-13
- [ ] Supplemental FY 2011-12
- [ ] Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	2,021,935	-	2,045,803	20,050	20,050
	FTE	-	-	-	-	-
	GF	1,443,848	-	1,467,716	-	-
	GFE	-	-	-	-	-
	CF	219,950	-	219,950	20,050	20,050
	RF	-	-	-	-	-
	FF	358,137	-	358,137	-	-
(4) Economic Development Programs - Global Business Development	Total	2,021,935		2,045,803	20,050	20,050
	FTE	-		-	-	-
	GF	1,443,848		1,467,716		
	GFE					
	CF	219,950		219,950	20,050	20,050
	RF	-		-	-	-
	FF	358,137	-	358,137	-	-

Letternote Text Revision Required? Yes: [ ] No: [x] **If yes, describe the Letternote Text Revision:**

Cash or Federal Fund Name and COFRS Fund Number: Global Business Development Cash Fund for MBO in Fund 248
Reappropriated Funds Source, by Department and Line Item Name: Not Required.
Approval by OIT? Yes: [ ] No: [ ] **Not Required:** [x]
Schedule 13s from Affected Departments: Not Required
Other Information: Need to maintain both letternotes on this long bill line item that currently exist.

GOVERNOR'S OFFICE
ECONOMIC DEVELOPMENT PROGRAMS

John W. Hickenlooper
Governor

Kenneth W. Lund
Executive Director

FY 2012-13 Funding Request
November 1, 2011

Department Priority: R-4
Request Title: Global Business Development Increase in Cash Funds

Summary of Incremental Funding Change for FY 2012-13	Total Funds	Cash Funds	FTE
Global Business Development Increase in Cash Funds	$20,050	$20,050	0.0

Request Summary:
The Minority Business Office (MBO), which is included in Global Business Development, is requesting to increase its cash funds spending authority from $4,950 to $25,000, an increase of $20,050. The MBO will raise funds from the business community, which is interested in diversifying their spending goals and supporting minority owned businesses, and will continue to use such funds to provide support to minority owned businesses.

Anticipated Outcomes:
The MBO will increase its outreach efforts to inform the business community at large of the benefits of utilizing minority owned businesses for upcoming opportunities. Through these opportunities and related assistance, minority owned businesses will develop additional capacity, including but not limited to learning about a variety of business opportunities, further developing and strengthening working relationships with the business community at large and obtaining a greater understanding as to business requirements.

Assumptions for Calculations:
Currently, the MBO is responsible for 10 monthly outreach events and one large state-wide procurement fair over the period of a year. The MBO Director has indicated that he believes that he has the ability to raise up to $25,000 to provide additional support to minority businesses—hence, the request for the additional $20,050 in spending authority. With this additional funding from MBO fundraising efforts, the MBO will expand its outreach efforts and types of assistance provided for these events and provide a comprehensive full program for both the buyer and seller in certain business transactions (such as procurement opportunities).

Consequences if not Funded:
The MBO would remain at the lower level of current outreach efforts and not be able to provide the opportunities and awareness created to the increasing number (in line with the increase in minority demographics in Colorado as well) of minority businesses seeking this valuable information. It will certainly be a lost opportunity for the business community at large to connect with this expanding community (and vice versa).

Cash Fund Projections:
The current cash fund balance is $5,275.75 with $4,950.00 in spending authority. The Minority Business Office Director anticipates raising up to $25,000 in cash funds if spending authority is approved as a result of this request. Cash funds are raised through entities purchasing tables at

minority business events and through sponsorships for events/activities.

Relation to Performance Measures:
The results will directly relate to the Department's current measurement of number of clients supported by programs/services, including technical assistance as noted below:

Performance Measure	Request Effect
Assistance provided in support of entrepreneurs and small business clients	500 additional minority businesses will receive assistance

Current Statutory Authority or Needed Statutory Change:
The Request requires no statutory changes to 24-49.5-101 through 24-49.5-105, C.R.S. for the additional spending authority. Based on this statute, the Minority Business Office was created to promote the interests of minority businesses by assisting minority business enterprises in establishing networks with both government and the private sector, assuring a greater flow of information about minority businesses and the opportunities available to minority businesses, and providing economic research and information with the ultimate goal of providing the best opportunities for minority business enterprises to enter the mainstream.

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office Economic Development Programs
Request Title: Leading Edge Program Grants Letternote Change
Priority Number: R-5

Dept. Approval by: 10-18-11 Date

OSPB Approval by: 10/18/11 Date

- ☑ **Decision Item FY 2012-13**
- ☐ **Base Reduction Item FY 2012-13**
- ☐ **Supplemental FY 2011-12**
- ☐ **Budget Amendment FY 2012-13**

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	**Total**	126,407	-	126,407	-	-
	FTE	-	-	-	-	-
	GF	50,976	-	50,976	-	-
	GFE	-	-	-	-	-
	CF	75,431	-	75,431	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(4) Economic Development Programs - Leading Edge Program Grants	**Total**	126,407		126,407	-	-
	FTE	-		-	-	
	GF	50,976		50,976		-
	GFE					
	CF	75,431		75,431		-
	RF					
	FF					

Letternote Text Revision Required? Yes: ☑ No: ☐ **If yes, describe the Letternote Text Revision:**
Revise Letternote language to allow for sources of revenue (cash funds generated) to come from fees generated from Small Business Development Centers' Activities and from other sources in addition to grants and donations.

Cash or Federal Fund Name and COFRS Fund Number: Leading Edge Program Grants Cash Fund 100-200

Reappropriated Funds Source, by Department and Line Item Name: Not Required.

Approval by OIT? Yes: ☐ No: ☑ **Not Required:** ☑

Schedule 13s from Affected Departments: Not Required

Other Information: Need to maintain existing Letternote language and add revisions requested.

GOVERNOR'S OFFICE
ECONOMIC DEVELOPMENT PROGRAMS

John W. Hickenlooper
Governor

Kenneth W. Lund
Executive Director

FY 2012-13 Funding Request
November 1, 2011

Department Priority: R-5
Request Title: Leading Edge Program Grants Letternote Change

Summary of Incremental Funding Change for FY 2012-13	Total Funds	Cash Funds	FTE
Leading Edge Program Grants Letternote Change	$0	$0	0.0

Request Summary:
The Department is requesting to revise the letternote on the Leading Edge Grants Program to include language allowing for the cash fund revenue sources to include fees generated by the Small Business Development Center's activities, grants donations and other sources. The Small Business Development Centers' Lead Center at the Department manages the Leading Edge Program Grants.

Anticipated Outcomes:
The Small Business Development Center (Lead Center at the Department) can charge fees for certain events that it hosts but does not have authority to spend the funds generated through these means. The ability to generate and spend such fees in addition to other sources will provide for additional revenue sources for this cash funded account, which will in turn support more leading edge classes.

Assumptions for Calculations:
No specific calculations are involved in this request beyond revising the letternote to allow for additional sources of revenues to be generated and expended under the current spending authority of $75,000.

Consequences if not Funded:
Not approving this request will limit the ability to generate revenue to support this program in a recessionary economic climate.

Cash Fund Projections:
No cash funds at this time.

Current Statutory Authority or Needed Statutory Change:
The statutory authority for Leading Edge Program Grants is solely found in the annual long bill statute and requires no additional changes beyond the requested letternote change in this request.

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office of Information Technology
Request Title: OIT Legal Services Spending Authority Increase
Priority Number: Decision Item #R - 2

Dept. Approval by: 10-12-11 Date

OSPB Approval by: 10/15/11 Date

- [x] Decision Item FY 2012-13
- [ ] Base Reduction Item FY 2012-13
- [ ] Supplemental FY 2011-12
- [ ] Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	1,968	-	1,968	35,054	35,054
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	1,968	-	1,968	35,054	35,054
	FF	-	-	-	-	-
(5) Office of Information Technology, (A) Management & Administration of OIT, Legal Services	Total	1,968	-	1,968	35,054	35,054
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	1,968	-	1,968	35,054	35,054
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: [ ] No: [x] If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number: COFRS Fund 613 (IT Revolving Fund)
Reappropriated Funds Source, by Department and Line Item Name: User charges
Approval by OIT? Yes: [x] No: [ ] Not Required: [ ]
Schedule 13s from Affected Departments: N/A
Other Information:

GOVERNOR'S
OFFICE OF INFORMATION TECHNOLOGY

John W. Hickenlooper
Governor

Kristin Russell
State CIO/Secretary of Technology

FY 2012-13 Funding Request
November 1, 2011

Department Priority: R -2
Request Title OIT Legal Services spending authority increase

Summary of Incremental Funding Change for FY 2012-13	Total Funds	Re-Appropriated Funds	FTE
OIT, Administration, Legal Services	$35,054	$35,054	0.0

Request Summary:
The Governor's Office of Information Technology (OIT) and the General Assembly made the necessary budget adjustments to transfer statewide IT obligations from the Department of Personnel and Administration (DPA) to OIT based upon the available detail when SB 08-155 was implemented. With regard to Legal Services, a total of $8,000 was transferred from DPA to OIT as part of the appropriations clause for SB 08-155.

Intuitively this was far too small an amount given OIT's involvement in statewide enterprise initiatives, however, in order to request an increase in OIT legal services, demonstrable evidence of the insufficient base legal services appropriation was necessary. In FY 2009-10 OIT exceeded the available appropriation by approximately $9,000.

However, in FY 2010-11, even while closely managing OIT legal services expenditures proactively, OIT exceeded its base allocation by $35,000. As a result, this request seeks an increase of $35,054 in re-appropriated funds (463 hours based on the Department of Law blended rate of $75.71/hour) to align OIT's legal services appropriation more closely with approximate annual need.

The revenue source is OIT billings to State departments and other customers. To the extent that the increase is not required in FY 2012-13, any surplus spending authority would be reverted. It is also important to recognize that technology consolidation initiatives developed, implemented and supported by the past two administrations and the current Governor are enterprise wide in nature. As a result, OIT's ongoing business and mission involves significant State dollars and resources, and often require unavoidable levels of legal and contract review and associated costs to be incurred by OIT in order to protect the state's financial investment.

Anticipated Outcomes:
This is essentially a technical request to accommodate an increase in OIT spending authority for legal services from the Department of Law to align more closely with actual annual expenditures incurred while fulfilling OIT's core mission and consolidation initiatives.

Assumptions for Calculations:
The increase requested is not in any way a true projection, nor is it the result of a trend analysis. OIT is simply using the most recently completed year as a reasonable baseline on which to build the budgetary allocation of legal services hours and appropriations for FY 2012-13 forward.

Consequences if not Funded:
If this request is not approved and funded, OIT will not have sufficient dedicated resources for

minimal use of legal resources while supporting the Governor's, OIT and the state's key objectives.

Impact to Other State Government Agency:
The impact to other agencies is an increase of $35,054 distributed across dozens of state departments, agencies and institutions.

The Department of Law is impacted as the agency that provides legal services support for Executive Branch departments. The Department of Law has been made aware of this request and has included it in their calculations of FY 2012-13 statewide legal services appropriations.

Cash Fund Projections:
Not applicable

Relation to Performance Measures:
This request facilitates OIT's coordination and execution of multiple consolidation initiatives. Additionally it directly supports OIT's value proposition and our six core strategic priorities.

Supplemental, 1331 Supplemental, or Budget Amendment Criteria:
Not applicable

Current Statutory Authority or Needed Statutory Change:
Not applicable

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office of Information Technology
Request Title: OIT/DPA EDW Operating Transfer
Priority Number: Decision Item # R-3

Dept. Approval by: 10-12-11 Date

OSPB Approval by: 10/15/11 Date

- [x] Decision Item FY 2012-13
- [ ] Base Reduction Item FY 2012-13
- [ ] Supplemental FY 2011-12
- [ ] Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	5,761,199		5,761,199	94,922	94,922
	FTE	-		-	-	-
	GF	-		-	-	-
	GFE	-		-	-	-
	CF	2,328		2,328	-	-
	RF	5,758,871		5,758,871	94,922	94,922
	FF	-		-	-	-
(5) Office of Information Technology, (B) Computer Center Services, (1) Computer Services, Operating Expenses	Total	5,761,199	-	5,761,199	94,922	94,922
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	2,328	-	2,328	-	-
	RF	5,758,871	-	5,758,871	94,922	94,922
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: [ ] No: [x] **If yes, describe the Letternote Text Revision:**

Cash or Federal Fund Name and COFRS Fund Number: COFRS Fund 613 (IT Revolving Fund)
Reappropriated Funds Source, by Department and Line Item Name: User charges
Approval by OIT? Yes: [x] No: [ ] Not Required: [ ]
Schedule 13s from Affected Departments: Department of Personnel & Administration
Other Information:

GOVERNOR'S
OFFICE OF INFORMATION TECHNOLOGY

John W. Hickenlooper
Governor

Kristin Russell
State CIO/Secretary of Technology

FY 2012-13 Funding Request
November 1, 2011

Department Priority: R - 3
Request Title OIT /DPA EDW Operating Transfer

Summary of Incremental Funding Change for FY 2012-13	Total Funds	Re-Appropriated Funds	FTE
OIT, Computer Services, Operating Expenses	$94,922	$94,922	0.0
DPA, Division of Central Services, Integrated Document Solutions	$(94,922)	$(94,922)	0.0

Request Summary:
This budget neutral request is submitted in order to transfer appropriations and costs associated with the ongoing licensing, maintenance and support of the Electronic Data Warehouse from the Department of Personnel & Administration (DPA) to the Governor's Office of Information Technology (OIT).

The problem to be addressed stems from the fact that DPA previously paid these costs from DPA appropriations and recovered the costs through billings to users. Beginning in FY 2012-13, OIT has built the costs associated with IT delivery of the Electronic Data Warehouse into IT Common allocations. Therefore, DPA has removed these costs from their rate calculation model to avoid double billings to State departments and other customers.

The budgetary adjustment necessary to implement this request is a reduction of $94,922 to the DPA, Division of Central Services, Integrated Document Solutions, Operating Expenses line item and a corresponding increase to OIT, Computer Services, Operating Expenses. The source of funds is re-appropriated funds in both cases as both OIT and DPA are internal service fund agencies.

Background

DPA's Division of Central Services, Integrated Document Solutions provides centralized business support services to state agencies and institutions. Services provided include data entry, document imaging and online document and data storage and retrieval. Historically DPA has billed customers for this entire group of services, including the online document and data storage and retrieval functionality, which is commonly referred to as the Electronic Data Warehouse (EDW). However, OIT has captured enterprise service costs for EDW, with the exception of software maintenance and support, in GGCC common policy allocations and billings to departments. In order to provide OIT with the spending authority necessary to make payments to vendors for maintenance and support costs for EDW, OIT and DPA have coordinated on this budget neutral request which moves the operating appropriation that supports these costs from DPA to OIT.

Since OIT has already included the majority of EDW costs in department common policy allocations for FY 2011-12, and will include all costs in the base common policy calculations for FY 2012-13, therefore the requested budget-neutral action is the only budget adjustment

necessary at this time. DPA has communicated the change in its rate structure to its customers, given that departments pay DPA for such services from general operating appropriations.

Anticipated Outcomes:
This is essentially a technical request to transfer appropriations associated with the Electronic Data Warehouse from DPA to OIT since OIT is the entity that technically provides this service on behalf of customers rather than DPA. DPA will continue to retain the data entry and document imaging portions of this process and will bill departments accordingly for these services; conversely OIT will continue to calculate an annual rate for EDW as part of the GGCC common policy allocations and will recover these costs directly from end-user departments, rather than billing the costs to DPA.

Assumptions for Calculations:
The calculations associated with the request are reflected in the table below. These individual maintenance and support obligations will become the responsibility of OIT as a result of this request.

Historic Annual S/W license & maintenance	$30,901
Additional S/W Licenses added for FY 10-11	$4,408
Documentum Software Maintenance	$19,473
Additional S/W Licenses added for FY 11-12	$40,140
TOTAL S/W License & Maintenance	**$94,922**

Consequences if not Funded:
If this request is not approved OIT will not have sufficient operating appropriations to cover EDW maintenance and support costs. As a result, DPA would be required to continue to pay these costs, even though the service is actually provided by OIT and should be included in OIT allocations.

Impact to Other State Government Agency:
This is a budget neutral request that specifically impacts only DPA and OIT appropriations. As a result of this request, all costs associated with the EDW will be billed by OIT through the GGCC allocations to departments in FY 2012-13 and DPA will no longer have any portion of the EDW as a service offering.

Although DPA has adjusted Integrated Document Solutions service rates as a result of this issue, no budget action is required as departments pay for DPA/IDS services from general operating line items.

Cash Fund Projections:
Not applicable

Relation to Performance Measures:
This request facilitates OIT's coordination and execution of multiple consolidation initiatives. Additionally it directly supports OIT's value proposition and three of our six core strategic objectives: customer success, service excellence, and trusted partnerships

Supplemental, 1331 Supplemental, or Budget Amendment Criteria:
Not applicable

Current Statutory Authority or Needed Statutory Change:
No statutory change is required to execute this request.

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office of Information Technology
Request Title: COFRAC Funding Request
Priority Number: Decision Item # R-4

Dept. Approval by: 10-12-11 Date

OSPB Approval by: 10/18/11 Date

- ☑ Decision Item FY 2012-13
- ☐ Base Reduction Item FY 2012-13
- ☐ Supplemental FY 2011-12
- ☐ Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	150,268	-	150,268	408,549	408,549
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	150,268	-	150,268	408,549	408,549
	FF	-	-	-	-	-
(5) Office of Information Technology, (A) Management & Administration of OIT, Operating Expenses	Total	150,268	-	150,268	408,549	408,549
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	150,268	-	150,268	408,549	408,549
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: ☐ No: ☑ If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number: COFRS Fund 613 (IT Revolving Fund)
Reappropriated Funds Source, by Department and Line Item Name: User charges
Approval by OIT? Yes: ☑ No: ☐ Not Required: ☐
Schedule 13s from Affected Departments: N/A
Other Information:

GOVERNOR'S
OFFICE OF INFORMATION TECHNOLOGY

John W. Hickenlooper
Governor

Kristin Russell
State CIO/Secretary of Technology

FY 2012-13 Funding Request
November 1, 2011

Department Priority: R-4
Request Title: COFRAC Funding Request

Summary of Incremental Funding Change for FY 2012-13	Total Funds	Re-appropriated Funds	FTE
OIT Administration, Operating Expenses	$408,549	$408,549	0.0

Request Summary:
This request seeks an ongoing base increase for the State's efforts to support the Colorado First Responder Authentication Credential (COFRAC). The amount requested is $408,549 re-appropriated funds for annual hardware, software, maintenance and hosting costs. These costs would be recovered by OIT from billings to users, primarily local government agencies, and to a minor extent some State public safety departments.

Interoperability in public safety is a relatively new science. While attention has traditionally been focused on interoperable public safety radio communications, there is now a growing awareness of the need for interoperable identity credentials that provide proof of identity, qualifications and skills. For first responders who deploy outside of their jurisdictional boundaries, first responder authentication credentials provide communication to the incident commanders about who they are. This ensures personnel are best utilized during an emergency incident response. Additionally, this allows personnel to be turned away if they are not a certified first responder.

Colorado has identified a high priority need for an interoperable first responder credential. The Colorado First Responder Authentication Credential initiative provides the ability to electronically validate the identity and attributes of those who are required or volunteer to respond to emergency incidents. The initiative is intended to resolve long standing obstacles associated with disaster response by providing real time display and management of available resources to emergency operations centers.

Background:
As of 2007, the State of Colorado did not have any standards for first responder credentials at either the State or local levels. This created a difficult situation during emergencies when medical professionals, firefighters and other public safety personnel deployed from other states and jurisdictions could not be validated and allowed to serve the public since there was no way to verify with certainty their identity and qualifications.

Beginning in 2007, the Governor's Office of Information Technology (OIT) facilitated a statewide credentialing workgroup comprised of local, regional and State agencies. This statewide standard is based on the Federal Information Processing Standard 201 and leverages smart card technology and a public key infrastructure for identity and access management. The ultimate vision is to use this infrastructure across the State enterprise for converged identify access and authentication management on a single device and platform.

Colorado successfully tested its infrastructure and credential in a FEMA exercise in mid-2009. During this exercise the State was able to prove interoperability with federal government agencies, the Department of Defense, and with the other states and jurisdictions that have adopted the national standard.

The State adopted a federated identity management approach to allow decentralized control of credential issuance while enabling authentication and information sharing across systems and jurisdictional boundaries. Thus, each agency, jurisdiction, or regional authority continues to issue its own credential based on the state standards while the State operates the information sharing network, public key infrastructure, and the database that provides connectivity and information to all participating stakeholders.

OIT continues to work with stakeholders and the vendor who hosts the system to reconcile COFRAC to state licensure systems for real time identify management and first responder licensure status. This will provide the ability to not only verify the identity and qualifications of first responders, but also would indicate if an individual's professional license has been revoked or suspended.

OIT's previous efforts on COFRAC were funded primarily through grants, but those fund sources are no longer available which has necessitated this request to support the program.

Funding to sustain COFRAC in the State is expected to deliver the following benefits:

- Interoperability of first responder credentials across the State and with federal response agencies
- Security improvements through better management of first responder identities
- Ability to trust with a high level of assurance, that personnel permitted access into an incident area have been validated in order to minimize delays in response time and quality of care.
- Cost efficiencies and economies of scale through aggregated demand when purchasing necessary hardware and software.

Anticipated Outcomes:
First responders need to move and communicate easily across jurisdictions in the event of a terrorist or other all-hazards incident. Issuing credentials to first responders across the State that comply with the same minimum standards, as well as are in compliance with federal standards, will facilitate movement across jurisdictional boundaries, allowing more rapid response to a catastrophic event. Additionally, these credentials will contain information about responder qualifications and skills so incident command will immediately know the types and quantities of the resources they have on-scene. This outcome means more efficient and effective deployment of resources at the incident site.

The Colorado First Responder Authentication Credential (COFRAC) initiative also creates a blueprint of all emergency workers' locations and the length of time in an area so that post-incident reconstruction can be established.

Assumptions for Calculations:
Annual vendor costs for FY 2012-13 are itemized in the table below:

Cost Component	Annual cost
Verisign PKI/CA Maintenance	$33,849
Identity Privilege Maintenance	$138,553
Hosting Services	$24,894
Equipment maintenance/support	$200,000
Hardware/Software	$8,982
Network Redundancy Hardware/Software	$2,271
TOTAL	$408,549

Allocations to users are reflected in the table below:

Entity	Credentials	%	Allocation
Douglas County (Sheriff & Fire)	105	6%	$ 25,474
Adams County/Commerce City	99	6%	$ 24,018
Adams County/NW Fire	67	4%	$ 16,255
Adams County/Reg	2	0%	$ 485
Adams County/SM Fire	2	0%	$ 485
Arapahoe County/Glendale	55	3%	$ 13,343
Arapahoe County/Aurora	9	1%	$ 2,183
Clear Creek	89	5%	$ 21,592
Boulder County	967	57%	$ 234,600
Denver	2	0%	$ 485
Buckley	141	8%	$ 34,207
South Metro Fire	2	0%	$ 485
State Appropriated Agencies	144	9%	$ 34,935
TOTAL	**1,684**		**$ 408,549**

Consequences if not Funded:
If this request is not funded, the State will most likely be unable to continue with first responder credentialing efforts due to a lack of state and local funding. While the State was able to support previous COFRAC efforts from homeland security grants, this source of funding is no longer available.

Unfortunately, Colorado experiences a number of incidents each year, including wildfires, flooding, avalanches and a host of other natural disasters. If the State is unable to accommodate this initiative via funding this request, the ability of our first responders to serve the public in critical situations will be dramatically diminished.

Impact to Other State Government Agency:
This request will impact other State government agencies to the extent that direct billings will be made to public safety oriented Executive Branch Departments based on participation.

Cash Fund Projections:
Not applicable

Relation to Performance Measures:
This request directly supports OIT's value proposition and is aligned with three of our six core strategic priorities from the *OIT Playbook: Innovation & Trusted Partnerships*.

Supplemental, 1331 Supplemental, or Budget Amendment Criteria:
Not applicable

Current Statutory Authority or Needed Statutory Change:
No statutory change is necessary to implement this request.

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor-Lieutenant Governor-State Planning and
Request Title: Lobato Litigation Base Reduction
Priority Number: BR-1

Dept. Approval by: 10/17/11 Date

OSPB Approval by: 10/17/11 Date

- ☐ Decision Item FY 2012-13
- ☑ Base Reduction Item FY 2012-13
- ☐ Supplemental FY 2011-12
- ☐ Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	432,500	-	432,500	(382,500)	(382,500)
	FTE	-	-	-	-	-
	GF	432,500	-	432,500	(382,500)	(382,500)
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Office of the Governor (B) Special Purpose, Lobato Litigation Expenses	Total	432,500	-	432,500	(382,500)	(382,500)
	FTE	-	-	-	-	-
	GF	432,500	-	432,500	(382,500)	(382,500)
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: ☐ No: ☑ **If yes, describe the Letternote Text Revision:**

Cash or Federal Fund Name and COFRS Fund Number: N/A
Reappropriated Funds Source, by Department and Line Item Name: N/A N/A
Approval by OIT? Yes: ☐ No: ☐ **Not Required:** ☑
Schedule 13s from Affected Departments: Department of Law

Other Information:

OFFICE OF THE GOVERNOR

FY 2012-13 Budget Balancing Proposal
November 1, 2011

Lobato Litigation Base Reduction

Summary of Incremental Funding Change for FY 2012-13	Total Funds	General Fund	FTE
Lobato Litigation Base Reduction	($382,500)	($382,500)	0.0

Proposal:
This is a request to reduce the General Fund base funding by $382,500 for the Lobato Litigation Expenses in FY2012-13.

Request Summary:
Based on information from the Colorado Department of Law, future estimated expenses to appeal this litigation have been reduced. The remaining balance of $50,000 of General Fund will remain in the base funding to support ongoing appeal expenses.

Current Statutory Authority or Needed Statutory Change:
None.

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Office of the Governor
Request Title: General Fund Base Reduction
Priority Number: BR-2

Dept. Approval by: 10/17/11 Date

OSPB Approval by: 10/17/11 Date

- ☐ Decision Item FY 2012-13
- ☑ Base Reduction Item FY 2012-13
- ☐ Supplemental FY 2011-12
- ☐ Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	2,126,636	-	2,197,169	(28,164)	(28,164)
	FTE	32.4	-	32.4	(1.0)	(1.0)
	GF	2,108,931	-	2,178,040	(28,164)	(28,164)
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	17,705	-	19,129	-	-
	FF	-	-	-	-	-
(1) Office of the Governor (A) Administration of Governor's Office & Residence	Total	2,126,636	-	2,197,169	(28,164)	(28,164)
	FTE	32.4	-	32.4	(1.0)	(1.0)
	GF	2,108,931	-	2,178,040	(28,164)	(28,164)
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	17,705	-	19,129	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: ☐ No: ☑ **If yes, describe the Letternote Text Revision:**

Cash or Federal Fund Name and COFRS Fund Number: N/A
Reappropriated Funds Source, by Department and Line Item Name: N/A
Approval by OIT? Yes: ☐ No: ☐ **Not Required:** ☑
Schedule 13s from Affected Departments: N/A

Other Information:

OFFICE OF THE GOVERNOR

FY 2012-13 Budget Balancing Proposal
November 1, 2011

General Fund Base Reduction

Summary of Incremental Funding Change for FY 2012-13	Total Funds	General Fund	FTE
General Fund Base Reduction	($28,164)	($28,164)	(1.0)

Proposal:
This is a request to reduce the General Fund base in the Governor's Office Administration line item funding by $28,164. This is accomplished by eliminating one vacant FTE.

Request Summary:
The Governor's Office has reviewed staffing requirements for the new administration and determined that a current receptionist position can be permanently eliminated, as this position is currently vacant. This results in a General Fund savings of $28,164 and a reduction of 1.0 FTE.

Current Statutory Authority or Needed Statutory Change: None.

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Office of the Governor
Request Title: Annual Fleet Replacement Request
Priority Number: # NP - 1

Dept. Approval by: 10/20/11 Date

OSPB Approval by: 10/20/11 Date

- [x] Decision Item FY 2012-13
- [ ] Base Reduction Item FY 2012-13
- [ ] Supplemental FY 2011-12
- [ ] Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	116,449	-	116,449	(25,439)	(25,439)
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	116,449	-	116,449	(25,439)	(25,439)
	FF	-	-	-	-	-
(1) Office of the Governor, (B) Special Purpose, Vehicle Lease Payments	Total	116,449	-	116,449	(25,439)	(25,439)
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	116,449	-	116,449	(25,439)	(25,439)
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: [ ] No: [x] **If yes, describe the Letternote Text Revision:**

Cash or Federal Fund Name and COFRS Fund Number: COFRS Fund 613 (IT Revolving Fund)
Reappropriated Funds Source, by Department and Line Item Name: User charges
Approval by OIT? Yes: [x] No: [ ] Not Required: [ ]
Schedule 13s from Affected Departments: N/A
Other Information:

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office of Information Technology
Request Title: CBMS Electronic Document Management System
Priority Number: NP - 1

Dept. Approval by: 10-19-11 Date

OSPB Approval by: 10/24/11 Date

- ☑ Decision Item FY 2012-13
- ☐ Base Reduction Item FY 2012-13
- ☐ Supplemental FY 2011-12
- ☐ Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	19,007,729	-	19,127,288	1,257,600	88,100
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	19,007,729	-	19,127,288	1,257,600	88,100
	FF	-	-	-	-	-
(5) Office of Information Technology, (E) Colorado Benefits Management System, Operating Expenses	Total	19,007,729	-	19,127,288	1,257,600	88,100
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	19,007,729	-	19,127,288	1,257,600	88,100
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: ☐ No: ☑ If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number: COFRS Fund 613 (IT Revolving Fund)
Reappropriated Funds Source, by Department and Line Item Name: User charges
Approval by OIT? Yes: ☑ No: ☐ Not Required: ☐
Schedule 13s from Affected Departments: Departments of Health Care Policy & Financing and Human Services
Other Information:

Schedule 13
Funding Request for the 2012-13 Budget Cycle

Department: Governor's Office of Information Technology
Request Title: Hospital Provider Fee Administrative True-up
Priority Number: NP - 2

Dept. Approval by: 10-20-11 Date

OSPB Approval by: 10/24/11 Date

- [x] Decision Item FY 2012-13
- [ ] Base Reduction Item FY 2012-13
- [ ] Supplemental FY 2011-12
- [ ] Budget Amendment FY 2012-13

Line Item Information		FY 2011-12		FY 2012-13		FY 2013-14
		1	2	3	4	6
	Fund	Appropriation FY 2011-12	Supplemental Request FY 2011-12	Base Request FY 2012-13	Funding Change Request FY 2012-13	Continuation Amount FY 2013-14
Total of All Line Items	Total	19,007,729	-	19,127,288	14,040	14,040
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	19,007,729	-	19,127,288	14,040	14,040
	FF	-	-	-	-	-
(5) Office of Information Technology, (E) Colorado Benefits Management System, Operating Expenses	Total	19,007,729	-	19,127,288	14,040	14,040
	FTE	-	-	-	-	-
	GF	-	-	-	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	19,007,729	-	19,127,288	14,040	14,040
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: [ ] No: [x] **If yes, describe the Letternote Text Revision:**

Cash or Federal Fund Name and COFRS Fund Number: COFRS Fund 613 (IT Revolving Fund)
Reappropriated Funds Source, by Department and Line Item Name: User charges
Approval by OIT? Yes: [x] No: [ ] Not Required: [ ]
Schedule 13s from Affected Departments: Departments of Health Care Policy & Financing and Human Services
Other Information: