



Stateline

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NEW STATE PARKING STRUCTURE TO OPEN SOON

Those of you who work in the downtown Denver area may have noticed the engineers, heavy equipment operators, and others hard at work at the southeast corner of Lincoln Street and 14th Avenue. The new state parking structure will serve employees working in the Capitol Complex area and eliminate the backlog of employees waiting for parking spaces. Scheduled to open on December 1, the new facility will provide over 640 spaces available to state officials and employees. With the possible exception of the addition completed last year on the Department of Labor and Employment building at 251 E. 12th Avenue, it is the first new building constructed in the Capitol Complex since the State Services Building was completed in 1960.

"The structure is being built without the use of any general fund dollars," said DPA Executive Director Jeff Wells. By statute, DPA



The new parking structure is near completion.

is responsible for managing all state parking facilities in the Capitol Complex area, and is required to charge employees a reasonable fee based upon an annual survey of private parking facilities in the area. DPA is building the new parking structure through the use of certificates of participation, which will be paid off by the parking fund.

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KNOW YOUR RIGHTS

BY JEFF WELLS
EXECUTIVE DIRECTOR, DPA

TOTAL COMPENSATION: *The Devil is in the Details*

This is part of a continuing series of articles intended to provide guidance to employees on issues they may face during their career with the State.

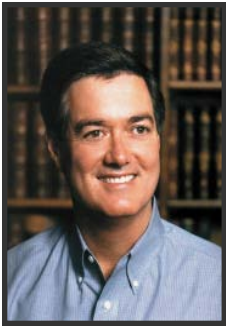
After a recent cabinet meeting one of my colleagues surprised me by saying that when it comes to decisions surrounding the salary survey, his employees think I'm a "demon with horns growing from [my] head." Needless to say, I was somewhat taken aback by this comment, especially since immediately after coming to DPA I had worked with the Governor to get the initial 0% salary increase proposed for FY 04-05 raised to 2%, followed by 3% this year. At the same time we successfully lobbied for continuing increases to the employer contribution to health insurance. For example, in just over 6 months, the State's monthly contribution for an employee with a family increased over 40% to the current \$460.26.

My initial dismay at my colleague's comment quickly gave way to the humorous thought of "the devil made me do it," but in reality I believe it has far more to do with the complexity and some misunderstanding of the survey itself, than anything to do with me.

Annual "Salary" Survey

Most state employees, myself included, call our annual survey a "salary" survey. In reality, however, it is a total compensation survey, which focuses not only on salaries, but also on performance awards and employer contributions to group benefit and leave plans. In addition, the survey doesn't measure what the typical base salaries are for particular jobs, but rather the prevailing increase in those salaries. In other words, it's a measurement of change and not a measurement of actual salaries paid. For example, say a Production III makes \$3000 per month in the private sector, and \$2500

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STATE WELCOMES HURRICANE KATRINA EVACUEES

BY GOVERNOR BILL OWENS

On Friday, September 2, a 500-room dormitory at the former Lowry Air Force Base, owned and operated by the Colorado Community College System (CCCS), sat empty. Less than 48 hours later, it was home to hundreds of evacuees from Hurricane Katrina. How the building moved from broken pipes and toilets – to clean, safe housing for former Gulf Coast residents – is a heartwarming story of compassion and hard work.

As news of the devastation and flooding from New Orleans was broadcast, it became clear the country needed to pull together to help those displaced by the storm. One of those recognizing the need was Marilyn Golden, V.P. of Finance and Administration for CCCS. She reminded her boss, Nancy McCallin, President of CCCS, that the Community College System owned the Lowry dorm and perhaps they could get it up and running for the evacuees in a week or so. The dorm had been practically abandoned since December 2004 when 300 Americorps volunteers vacated the building.

Nancy contacted my Deputy Chief of Staff Chris Castilian who informed me of their suggestion. The timing was fortuitous, because the Federal Emergency Management Agency was contacting States looking for shelter for evacuees. Colorado volunteered.

In all of my years of government service, the work of preparing and housing these evacuees may be the thing I am most proud of – and something the entire state should be proud of as well. This could not have been achieved without hundreds of volunteers, along with dozens of public and private agencies, working together to make it happen. It was like watching a town being built in 48 hours.

From church groups, to employees of state, county and city agencies, to the National Guard and Salvation Army – Coloradans pitched in to prepare for the evacuees. What had been a dirty, shuttered dormitory was transformed to serve as the temporary home for the State's first evacuees. When the idea first was suggested, the building didn't even have running water. McCallin, Golden and CCCS Director of Property Management Mike Hill swung into gear on a Friday

night to begin preparing the building to house hundreds of evacuees. By Sunday morning of Labor Day weekend, the first evacuees began arriving.

What happened between Friday and Sunday was incredible. Nancy recalls Pastor Larry Brown walking in Saturday night – still in his suit after an evening service – to ask what his congregation could do to help. “We need to clean toilets and make beds” was her response. Pastor Brown was back with a crew in 30 minutes that worked well into the early morning – working side by side with other volunteers, cleaning sinks and toilets and spreading fresh linens on beds.

I wish all of you could have been there to welcome the first evacuees as they arrived at Buckley Air Force Base. Thanks to the combined efforts of numerous individuals and state agencies, Colorado was ready to welcome the first 125 weary evacuees. The surprising thing was their expressions of appreciation and of faith. I am incredibly proud of the efforts of the people who worked with us to create a clean, safe place for our new friends from the Gulf Coast.

“It's been a life changing experience to meet these people – coming from devastation – to seeing their smiling faces as they were welcomed into Lowry,” said Castilian, who became my liaison at Lowry.

The risk of thanking anyone is that you will miss someone. But I want to thank Nancy, Marilyn, and Mike of CCCS, as well as Paul Cooke, director of the Division of Fire Safety (CDPS), who worked round the clock helping to get the Lowry operation organized. Barbara Kirkmeyer, deputy executive director of the Colorado Department of Local Affairs, Deanne Criswell and Danny Willcox of the Aurora Fire Department, Jim Meskimen of Aurora Public Schools, executive director of the Department of Human Services Marva Livingston-Hammons, executive director of the Department of Personnel & Administration Jeff Wells and executive director of the Department of Public Safety Joe Morales – along with Chris from my office – deserve special thanks.

“The involvement of the faith-based community was crucial to success at Lowry,” said Castilian. “This really was an effort of public and private organizations working together. It restored my faith to see everyone working together and to see the appreciation of the evacuees.”

And, from my perspective, this was a tremendous opportunity to put the State's emergency preparedness plans into operation. The rapid deployment of the operation was not without a few kinks, but we were effective in meeting the needs of hundreds of evacuees. In all, there are now more than 3,000 Gulf Coast evacuees registered in Colorado.

Colorado's work will continue as we transition the evacuees to more permanent housing, help them find jobs and get their kids into schools. The State will be reimbursed by FEMA for costs associated with housing the evacuees.

My thanks to all who were involved in this effort – both at Lowry and behind the scenes. Colorado is being recognized as a leader, but – best of all – we simply did the right thing.

STATE AGENCIES INVOLVED

- Colorado Community College System
- Department of Local Affairs
- Department of Health Care Policy and Finance
- Department of Human Services
- Department of Labor and Employment
- Department of Personnel & Administration
- Department of Public Health and Environment
- Department of Public Safety
- Department of Revenue
- Department of Transportation
- Lt. Governor's Office
- Governor's Office

OTHER AGENCIES INVOLVED

- Seventh Day Adventists
- Aurora Public Schools
- Aurora Police and Fire Departments
- Colorado National Guard
- Denver Health
- Denver Human Services
- Red Cross
- Salvation Army
- Adams, Arapahoe, Denver, and Douglas County Sheriff's Departments
- The Clergy Coalition
- Tri-County Health Department

DPHE ENDS CDOT'S REIGN AS LEAGUE CHAMPS

BY JONNIE ABAD
PROGRAM ASSISTANT,
HUMAN RESOURCES, CDOT

A successful and competitive Colorado State Employees Softball League season concluded on August 8, when the Department of Public Health & Environment defeated the Colorado Department of Transportation 19-15 in the championship game of the league playoffs. DPHE trailed 4-0 early in the title game before rallying for the victory.

The league began play in mid-May for a 10-game schedule and concluded with a multi-night tournament-style playoff series. DPHE's victory in the championship game ended a run of four consecutive titles by CDOT.



Back row from left to right are: Rochelle Manchego, Bill Crick, Melissa Bruner, Jeff Haugen, Tracy Goetz, Suzanne Przekwas, Chuck Bayard and Michelle Manchego. Front row from left to right are: Arne Sjodin, Jim Neubaum (coach), Ed Trainer (assistant coach), Marianne Sandquist, Kris Hulse and Jennifer Spencer. Not pictured is Dave Trainer.

PARKING, from p. 1

The new structure is part of a longer-term plan to improve facilities in the Capitol Complex. The old parking garage at 1555 Sherman Street has become increasingly difficult and expensive to maintain, and has been the source of employee complaints for many years. The plan is to close and ultimately demolish the old garage, and relocate vehicles being parked there to the new Lincoln Street structure.

Should you need additional information or wish to reserve a spot in the new structure, please contact Lucy Trujillo at **303-866-4356**.



The new structure, looking South, from the Capitol Grounds.

per month in the state system. The survey may come back showing that the private sector Production III job will get a 4% increase, which means our survey recommendation would be for a raise of \$100 (4% of \$2,500) – not the \$500 that represents the difference in the original state and non-state base salaries.

It also occurred to me that there might be some other misperceptions about what the survey does or doesn't do. The survey does not create any right to a pay increase, nor does it guarantee a certain percentage increase every year. It also doesn't dictate what portion of an increase should go toward base salary or performance awards, which is part of DPA's annual recommendation. And whatever is recommended is still subject to the constraints of the state budget – the General Assembly has the final say on both total funding levels and how it is allocated to the various components of the overall compensation plan. The next few paragraphs will attempt to explain the basics, but not every exception, of our annual salary survey "ritual."

Occupational Groups, Job Classes, and Salaries

The State has over 31,500 classified employees; the only sane way to take hundreds of occupations and track the movement of each job class is to organize them within certain common parameters. The State has categorized all jobs into nine occupational groups, defined by 145 class series and 527 individual job classes. Overall average pay structure changes are measured for each occupational group and are used to recommend pay range adjustments for all classes within an occupational group. But it is important to understand that because the survey is based upon the nine occupational groups, when we say the survey calls for a 3.5% increase, that is the average increase. It may be that no one gets exactly a 3.5% raise: one occupational group may get 1.5%, another group 2.5%, yet another may get 5.4%, and so forth.

In addition, each year we review particular class series within each occupational group that appear to consistently have a significant gap between the base salary ranges paid by the State and that indicated by the survey. In the case of such survey "outliers," we will recommend adjustments to bring the actual salary ranges into line with the prevailing base salaries, not just the prevailing increases. So if we go back to our earlier example of the Production III, if that series was found to be an outlier, we would propose an increase of the 4% and a \$500 range increase to close the gap with the prevailing non-state base salary. Now, before everyone stampedes into my office to tell me their class is one of these "outliers," remember that we regularly conduct these system studies to identify and correct these problems. This year's salary survey identified 14 class series (42 job classes) that needed adjustment for

2006. Preliminary results of the survey indicate that the pay grades for 34 classes should be raised, and the pay grades for 8 classes should be lowered. When a pay grade moves downward, "save pay" applies so employees do not suffer a decrease in actual pay, unless the downward trend continues for more than three years.

Our staff also reviews published market data around performance-based pay (PBP) and bonus systems to determine the amount of performance awards being budgeted for by other employers. These findings are incorporated into the annual compensation survey report as part of the overall average increase to the budget for salaries.

Salary Lid

Statutes place a lid on the highest salaries that can be paid in the state personnel system and also specifies a process for adjusting that lid that is separate and distinct from the survey process. The statutory salary lid is adjusted by the Consumer Price Index (CPI) for the Denver/Boulder metro area or the percentage increase in the general fund appropriation, whichever is less. This caused some consternation this past year among employees who were currently at or within 3% of the salary lid: since the Denver/Boulder CPI only went up by 0.1% last year, this translated into an increase of just \$9 for employees at the lid, even though most other employees got an average increase of 3%. Because, in rough terms, the lid is determined by people's cost of living, and salary increases are determined by what people are paid, whenever prices are not increasing quickly there will be a conflict between the lid and salary survey recommendations. I suppose this could be maybe the only good thing that might come out of high gas prices when we look at the Denver/Boulder CPI next year.

Group Benefit Plan Contributions

As state employees are so painfully aware, the annual compensation survey tells us that Colorado has been behind the market for some time on our employer contributions to health care benefits. When I came to DPA, we were at an embarrassing low of 49% of what other employers pay into health care premiums. One of the successes I'm most proud of is that we have worked hard to bump that amount up to 66% this year, and we will continue to push for increases until we are at 100% of the market rate. Please note that the 66% does not mean that the State is paying 66% of the total premium – it means that for every \$100 of employer contribution in the private sector, the State is paying \$66.

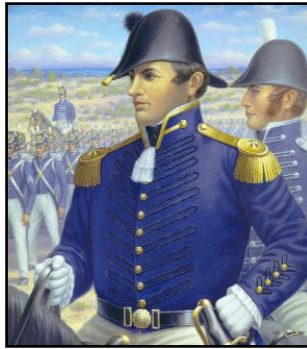
We also reviewed market plan designs for group benefits and found that they too lag behind the market. However, my first priority is to bring the employer contribution to the prevailing market level in order to

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Colorado Historical Society Lecture Series

Legends and Legacies

In 1806, Zebulon Pike left St. Louis to map the rivers, make friends with the Indians, and—some believe—to chart the course of future American expansion. Arriving in what is now southern Colorado six-and-a-half brutal months later, Pike's party was arrested, brought to New Spain, and sent home under armed escort. In "A New Peek at Pike's Western Expedition" on **November 15**, Jared Orsi shows how Pike's botched expedition offers insight into the struggle for control over the West's natural resources.



A painting of Zebulon Pike

Paul Andrew Hutton explores the popular culture creation of America's most famous outlaw on **January 17** in "Billy the Kid: Dreamscape Desperado." Billy the Kid rides across the popular imagination with a

power shared by few other historical figures. In some fifty films, a ballet with score by Aaron Copland, and in countless books of both nonfiction and fiction, Billy has become a character of international renown.

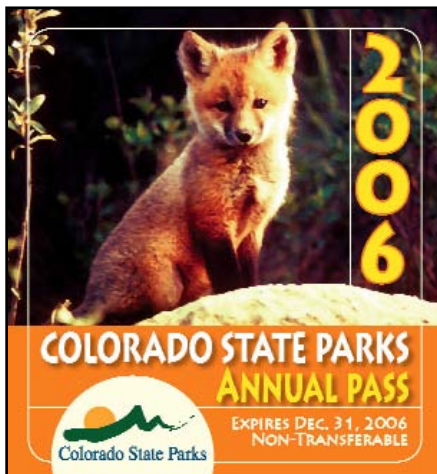
The telegraph was beautifully suited to the needs of conquering and developing the nation's new lands. Although its influence is seldom recognized, we cannot understand the making of the West apart from this remarkable invention, arguably the most important breakthrough in the history of communication. Join Elliott West on February 21 for "The Telegraph: The First Internet and the Making of the West."

Due to the popularity of previous lecture series, we will continue to offer daytime (1 P.M.) and evening (7 P.M.) options for each lecture. **A special discount is available to state employees of \$40 for the entire series, or \$6 each for individual tickets.** Lectures will take place at the Colorado History Museum, 1300 Broadway in Denver. For details or to register by phone, call **303-866-4686**.

ANNUAL PASSES TO COLORADO STATE PARKS AVAILABLE NOVEMBER 15

2006 annual passes to Colorado State Parks will be available for purchase beginning November 15. An annual pass is \$55 and is good for unlimited entrance to all 41 state parks throughout 2006.

Annual passes make great holiday gifts for those who love the outdoors. Give a year's worth of adventure and a gift that supports and preserves the beauty of Colorado's public lands. Gift certificates to Colorado State Parks are also available for holiday gift giving. Buy passes and gift certificates online at www.parks.state.co.us or by calling **303-866-3437**.



Stateside MattHolman



KEEPING COLORADO RESTAURANTS SAFE

BY PHIL DROZDA
INTERN, DPA

The Consumer Protection Division of the Colorado Department of Public Health and Environment is responsible for ensuring restaurant cleanliness and safety across the State. The division oversees wholesale food safety, the quality of all milk produced and sold in Colorado, and the safety of various schools, child care facilities and correctional institutions. Other division activities include regulating tanning and body art businesses and helping to control animal-borne diseases.

Colorado has had a food safety program in place since the early 1950s. In 1965, the Department of Public Health and Environment gained the authority to establish and regulate statewide health standards for restaurants. This first restaurant inspection law also instituted a \$10 license fee for all Colorado restaurants; these fees go into the the state general fund.

Currently, the Consumer Protection Division employs 27 staff members including 13 inspectors. "As inspectors, a major portion of their time is devoted to working in the division's retail food program," says Program Manager Jeff Lawrence. Their work includes "conducting inspections, reviewing plans for proposed establishments, and providing technical assistance to establishments and individuals within their assigned areas." Inspectors must have a bachelor's degree in an applied science to work for the division.

Additionally, most counties have their own local health departments. The Consumer Protection Division assists these local agencies and administers the statewide retail food regulations. Counties with their own local health agencies are responsible for issuing licenses, conducting

the actual inspections and enforcing the health codes. For counties that lack their own local health agencies, the Consumer Protection Division conducts the inspections and enforces all the regulations. There are currently 14 counties for which the division coordinates inspections.

When conducting inspections, the inspectors evaluate each restaurant in several different areas identified as "critical" and "non-critical." Violations range from minor issues to much more significant ones. For example, the inspectors check to see that all food served has been obtained from an approved source (like a USDA-inspected facility). The inspectors keep a look out for home-grown or home-canned foods, as those would not be considered approved sources for retail food. Foods should be stored and cooked at appropriate temperatures, and all employees should observe hygienic practices (washing hands, etc.). Other critical areas include safe and potable water, absence of insect or rodent infestations, and proper cleaning/sanitation of all equipment.

The inspectors and other employees of the retail food program, along with their affiliates at the county level, are working to maintain a high standard of cleanliness and safety for in Colorado's restaurants and other food serving establishments. The Consumer Protection Division does not currently post restaurant inspection results for the 14 counties for which it handles inspections. However, several of the larger local health departments have begun to publish their inspection results on the Internet. For more information, please visit <http://www.cdph.state.co.us/cp/>.

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avoid additional cost to employees who would otherwise have to bear the cost for "better" plan designs. Of course, we realize that the overall problem of employer contribution is only a small part of a much bigger problem of the overall cost of healthcare, which is a discussion for another time.

We all have a natural desire to earn more, to improve our circumstances, to be able to build better lives for ourselves and our families. I am optimistic that our ongoing efforts with the General assembly will enable us to continue to improve the State's investment in its most vital asset – you – a dedicated, professional workforce.

I know that this article has lots of numbers, and that any description of the survey is complicated, at best. So,

with apologies to Yogi Berra and his famous quote, let me simply say, "The annual compensation survey is 90% statistics and the other 50% is interpretation!"

This is general guidance only and should not be considered legal advice. For any legal advice you should always consult an attorney.

**WE WOULD LOVE
TO HEAR FROM YOU**

If you have a subject you would like addressed the "Know Your Rights Column" or just have something your would like to see reported in *Stateline*, send us an email at Stateline@state.co.us

THE DIVISION OF VETERANS AFFAIRS: SERVING THOSE WHO SERVED US ALL

BY EDRIE WOMACK,
HUMAN RESOURCES DIRECTOR, DVMA

The war in Iraq. The Viet Nam Conflict. Korea. WWII. The Great War. War, conflict, anywhere soldiers are sent to risk their lives for a cause. Many have gone, most have returned. Some will never return. Those who survive hold the distinguished title of Veteran.

Our belief, or lack thereof, in the “cause” is in many ways irrelevant. What *is* vitally relevant is the soldier who may have come back in some way scarred or maimed perhaps, emotionally different in some cases, often exposed to sights they will never forget.

“So what has that got to do with state employees?” you ask. “I thought the Federal government took care of them,” you may be thinking. Or maybe you have never thought about it one way or the other.

Consider those who somehow fall through the cracks, who have forgotten or never known about the assistance that they can receive, if needed. The State is ready to come to the aid of all Veterans that live in Colorado, as advocates through the Department of Military & Veterans Affairs, Division of Veterans Affairs.

Mr. Jones was one such individual. He was now 75 years old, disabled in a wheelchair from an injury sustained in a “conflict” and unable to access all of the rooms in his own home. A home he has lived in, with his now deceased wife, for most of their married life. Mr. Jones’ daughter, desperate to get help for her father, called the Division of Veterans Affairs.

Ultimately, a Veterans Service Officer of the Division, working together with Mr. Jones’ daughter and the federal government, was able to get funds for Mr. Jones, enabling him to have a wheel chair lift built on the stairway of his home from the first to second floor. Mr. Jones shed tears of thankfulness the first time he was able to access the 2nd floor of his home, by himself, using the lift. He had freedom. To him it was a miracle.

This is but one of the many little “miracles” that happen each day as the employees of the Division of Veterans Affairs assist Veterans to assure they receive what they were promised. Veterans are just like you and me, except some have gone that extra mile—and more—for the country they love. The Division of Veterans Affairs is one government entity that cares and acts in *many* different ways on their behalf. The number of employees of the Division are few, but they care—and they never give up!

The Division of Veterans Affairs offers advocacy assistance, oversight and training to County Veterans Service Officers, grants to Veterans and Veterans organizations, a cemetery for Veterans on the western slope, and generally provides valuable information to the Veterans Community.

To learn more, call **303-894-7474** or write Department of Military & Veterans Affairs, Division of Veterans Affairs, 789 Sherman St., Ste 260, Denver CO 80203.

KNOX SELECTED INVESTIGATOR OF THE YEAR

The Department of Regulatory Agencies, Division of Real Estate criminal investigator, Carlotta Knox, was recently named the Investigator of the Year by the Association of Real Estate License Law Officials (ARELLO). Knox’s investigative report of an elaborate foreclosure scam developed by a Colorado real estate broker was selected from a pool of both national and international nominations.

Carlotta Knox has been with the Division of Real Estate for more than 13 years and currently serves as a senior investigator.



Carlotta receives her award from a ARELLO representative.



MY BACK PAGES: DO YOU WANT FRIES WITH THAT?

BY PAUL FARLEY

A few years ago, my son Peter and I joined a buddy for a weekend in the Chicago area, centered around visits to the Sears Tower, historic Wrigley Field, and a couple of other major league ballparks. As always, I was on the lookout for obscure items of interest, which is what led me to the Chicago suburb of Des Plaines. It was there in 1955 that a milkshake machine salesman named Ray Kroc built his first restaurant. Kroc had purchased the right to open franchise fast-food restaurants from two California brothers, Dick and Mac McDonald, who had developed a successful drive-in business. Kroc developed and improved the brothers' efficient service, assembly-line methods, and carefully selected menu, and began to build an international empire.

Kroc's first restaurant has been faithfully restored as a museum, a red-and-white tiled room with no inside dining space, just a walk-up service window. The grill, deep fryer, and industrial-sized cans of ketchup are just relics, however; if you want a sandwich, you have to go to the modern McDonald's across the street.



Peter Farley at McDonald's restaurant #1.

But I always want to find a Colorado connection, and this is no exception: for while Ray Kroc made the hamburger an American institution, the cheeseburger was created by Louis Ballast of Denver. Ballast was a 20-year-old high school dropout working at a furniture store when he bought the Humpty Dumpty Drive-In in 1930. The restaurant at 2776 N. Speer Boulevard was nicknamed "the Barrel" because of its shape, and had a simple menu: root beer, hamburgers, and liverwurst sandwiches(!). During slow times, Ballast experimented with different ideas for improving the basic hamburger, such as peanut butter and even (kids, do not try this at home) melting a Hershey bar over it.

Finally, in 1935, it occurred to him to melt a piece of cheese onto a hamburger (an unanswered question: how

do you think of a Hershey bar before a piece of cheese?), along with relish, secret sauce, shredded lettuce, and a toasted bun. Customers eagerly paid 25 cents for the new sandwich, and Ballast knew he was onto something. He registered the name "cheeseburger" with the Secretary of State's Office on March 5, 1935.



Culinary history was made here.

The restaurant continued selling the sandwiches under a large sign reading "Home of the Original Cheeseburger" for almost 40 years before it closed in 1974. Ballast died the following year at the age of 65, and the building later burned down and was replaced by the Key Bank branch that now occupies the site. However, there is a small granite marker by the southeast corner of the building noting this watershed event.

Additional background information taken from the Autumn 1995 issue of Colorado Heritage magazine, published by the Colorado Historical Society.

This and That:

More esculent comestibles in history – Winston Churchill, and Waldorf and Nancy Astor were staying with Churchill's cousin, the Duke of Marlborough, at Blenheim Palace, in the early 1930s. Mrs. Astor (the first female member of Parliament) and Churchill argued throughout the weekend, culminating in this legendary exchange: "Winston, if I were your wife, I'd put poison in your coffee." "Nancy, if I were your husband, I'd drink it."