

# 2002-2003 Report



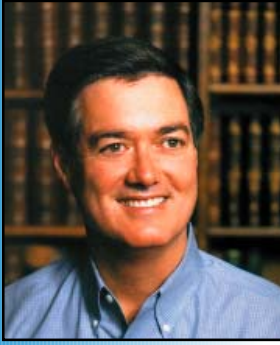
## DPA

Department of Personnel  
& Administration

*Bill Owens, Governor*

*Troy A. Eid, Executive Director*





Dear Coloradans,

It is with pleasure that I present to you our Department of Personnel & Administration's 2002-2003 report. As Governor of Colorado, I know that the state's employees are among the most valuable resources we have.

DPA is likewise essential to state government operations. From building a statewide fiber-optic network backbone to establishing a communication system along the Front Range, DPA's hard work resonates to every corner of Colorado.

Over the past two years, DPA has improved its delivery of services and put a greater emphasis on operational efficiency. These efforts, as well as many other accomplishments, have all made the Department one of the strongest in the state.

Thanks to DPA and all our state employees who work to see that our state government runs efficiently and let me acknowledge the leadership of DPA Executive Director Troy Eid as he prepares to return to the private sector. Troy has been a vital part of my administration for nearly five years. He is highly respected throughout the state for his integrity and intellect. He has been, and will continue to be, a great asset to the people of Colorado.

Sincerely,

A handwritten signature in black ink that reads "Bill Owens". The signature is written in a cursive style.

Bill Owens, Governor





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Dear Friend,

The Oxford philosopher Isaiah Berlin said that Prime Minister Winston Churchill so intensely “idealized” the British people during World War II “that in the end they approached his ideal and began to see themselves as he saw them.” I see Colorado’s 60,000 state employees in much the same way — and with good reason.

If there’s one thing I’ve learned in this job, it’s this: Spend a day with me — any day, anywhere in Colorado — and you, too, will be inspired by the many sacrifices that Colorado civil servants are making on our behalf. The snowplow driver clearing a treacherous stretch of highway; the state trooper or correctional officer confronting a violent offender; the nurse caring for the mentally ill; the social worker bringing a child out of harm’s way — these and literally thousands of other Colorado state employees are heroes, not just occasionally, but time and again. They, in turn, deserve the very best from the governmental employees responsible for serving *them*.

That’s where the Department of Personnel & Administration comes in. DPA’s mission is to serve the employees who keep Colorado’s \$13.6 billion state government running. Using Berlin’s phrase, we should indeed try to “idealize” those employees in all 61 state departments, agencies and institutions. At our best, DPA can help bring out the best in them, making Colorado an even better place for everyone to live, work and raise a family.



Since Governor Owens appointed me in September 2001, I’ve worked with my many wonderful colleagues here at DPA to build and reinforce a “servant mentality” in the department that is the business center of state government. That servant approach starts, ends, and is sustained by an ongoing dialogue with our customers — the men and women who constitute Colorado’s largest workforce. In the past two years, for instance, I met personally or exchanged e-mails with more than 25,000 state employees and held more than 150 town-hall meetings across Colorado. My goal has been a more effective advocate for state employees and taxpayers at Governor Owens’ cabinet table and in the Colorado General Assembly. The results include:

*Troy receives the 2003 Government Advocate of the Year Award from the Denver Hispanic Chamber of Commerce for his efforts to reform state government as DHCC CEO Salvador Gomez looks on.*



- Saving Colorado taxpayers nearly \$30 million through more efficient and innovative business processes that, while increasing service delivery and customer satisfaction, have reduced DPA’s total General Fund employment by 17 percent.

*Troy announces an expanded military leave policy for state employees called to military service following the September 11, 2001 attacks against the United States. With him are Governor Bill Owens and Major General Mason Whitney, Adjutant General of the Colorado National Guard.*



*Troy answers questions at a Civil Service Reform Commission Meeting.*

- Successfully completing Colorado's statewide fiberoptic telecommunications infrastructure, the Multi-Use Network (MNT) – bringing high-speed Internet and broadband access to all 64 Colorado counties and dramatically lowering rates for public and private users alike in rural communities throughout Colorado.
- Reforming Colorado's "total compensation" system so that every classified state employee will finally be offered a competitive salary and health-benefits package for the first time in a decade.
- Restoring insurance rate parity to state employees living outside the Denver metropolitan area so that all employees have access to more affordable health care wherever they live and work.
- Developing a performance-based salary system that can finally provide meaningful financial incentives for higher-performing state employees.
- Starting to modernize Colorado's World War I-era civil service system to provide more cost-effective services to employees and taxpayers alike.
- Ensuring for the first time that Colorado's administrative law system is held to the same high professional and ethical standards as the state courts.
- Restructuring the rates which DPA charges its customers for business services – everything from network and telecommunications charges to printing, document reproduction and imaging – to reflect accurately the actual cost of those services and, whenever possible, to encourage competition from the private sector that saves money and improves quality.

The following pages detail these and other accomplishments by the talented men and women of DPA. It has been my privilege and pleasure to serve with them as we work relentlessly to improve the value we provide to our business customers and to all Coloradans.

Thanks and best regards.

Troy A. Eid  
Executive Director  
September 2001-  
November 2003

## The Three Cs: Customers Credibility Communications

# Department Profile

The Department of Personnel & Administration is the cabinet department that serves as the business center for Colorado's \$13.6 billion state government. We are responsible for the State's 60,000 employees -- the largest employer in the State -- and for more than \$8 billion in state facilities and real estate (including the State Capitol Building), as well as business services ranging from telecommunications and computing to administrative hearings, the State Controller's Office, State Archives, government contracting and procurement, insurance and risk management, motor vehicles, printing, collections, and mail delivery.

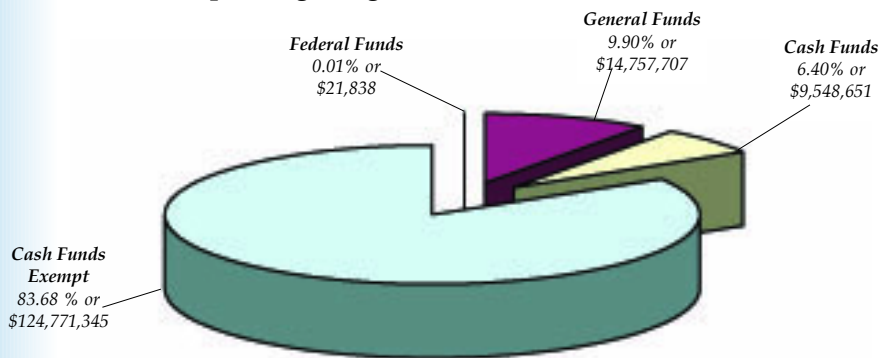
In order to more effectively fulfill our mission of focusing on the "Three Cs" the Department is aligned to focus on the organization's structure, business processes, and responsibilities. After receiving input from our department management team and with an eye towards improving our ability to serve both our internal and external customers, we realigned some aspects of the organization to make more efficient use of the public resources with which we've been entrusted.

During Troy Eid's tenure as Executive Director, the Department's focus has been on fiscal responsibility. Even before the depth of our recent budget crunch was realized, we were focusing on using our resources in a more efficient manner.

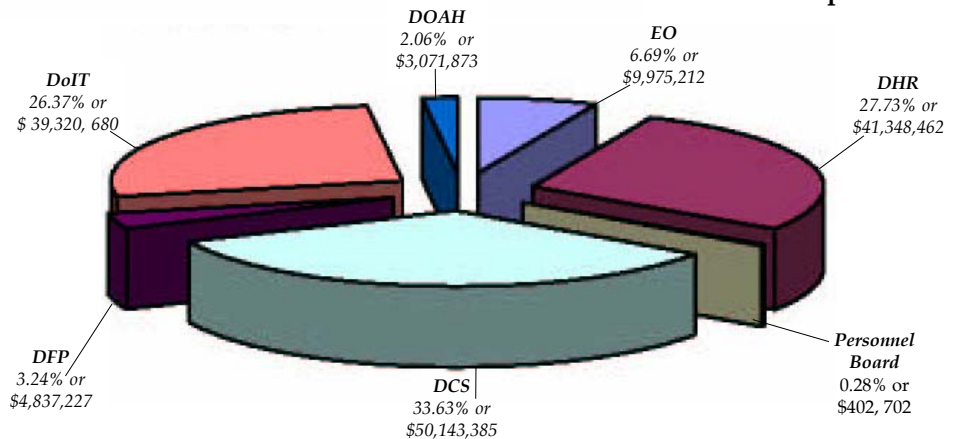
## Funding

The Department is financed mainly through "cash-exempt funds," which are obtained through the sale of financed services to other government agencies and political subdivisions. The remaining monies come to the Department from the state general fund, special cash funds, and federal funds.

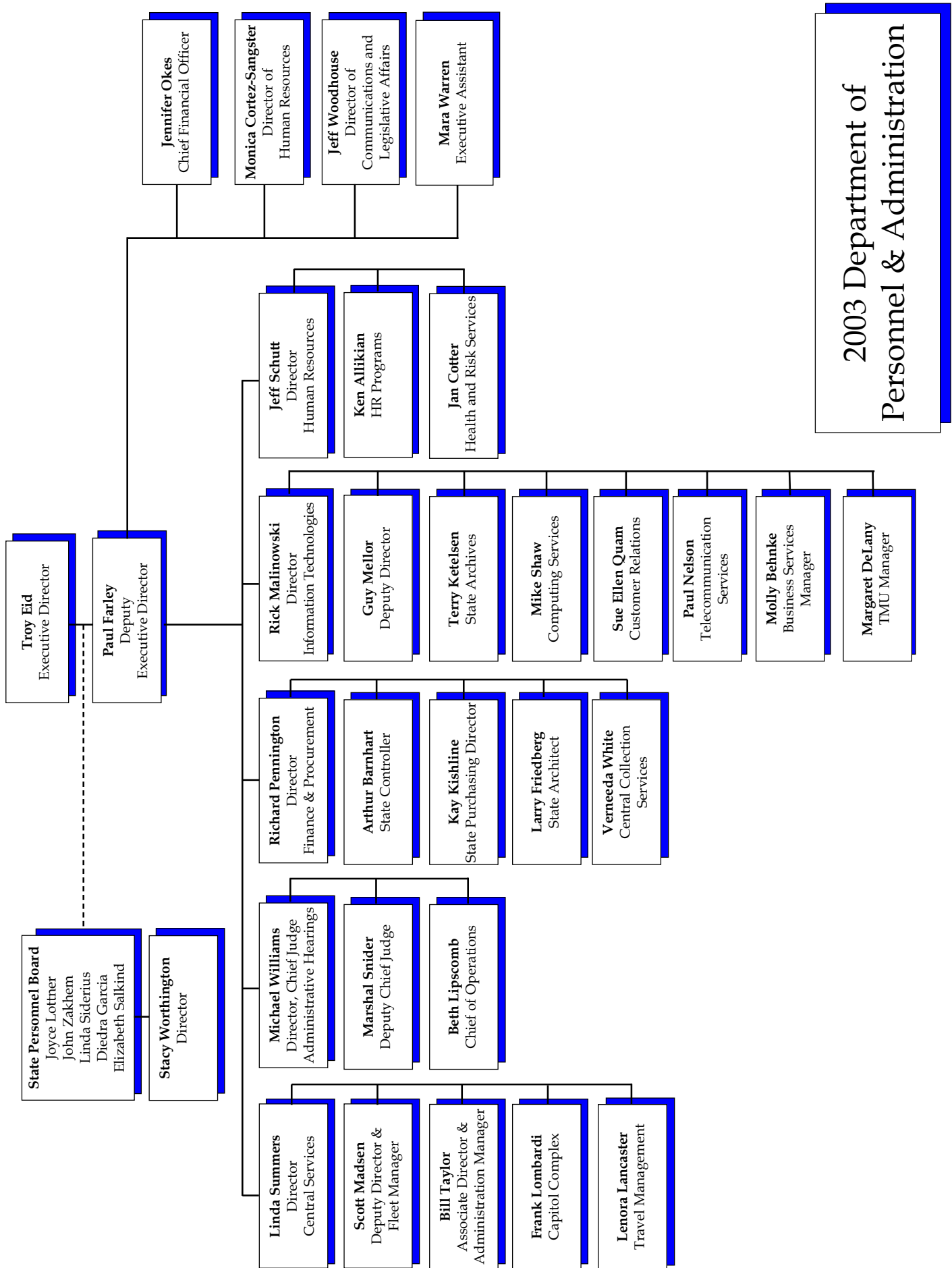
### FY '02-'03 Operating Budget



### FY '02-'03 Expenditures







**2003 Department of  
Personnel & Administration**

During the current difficult economic climate, all areas of state government have had to maintain the usual high standards of service, while at the same time tightening belts and finding ways to cut costs. By taking a hard look at gaining efficiencies, DPA was able to save the State nearly \$1.5 million from the Department budget and close to \$12 million statewide for FY '02-'03.

### *Cost Savings Statewide*

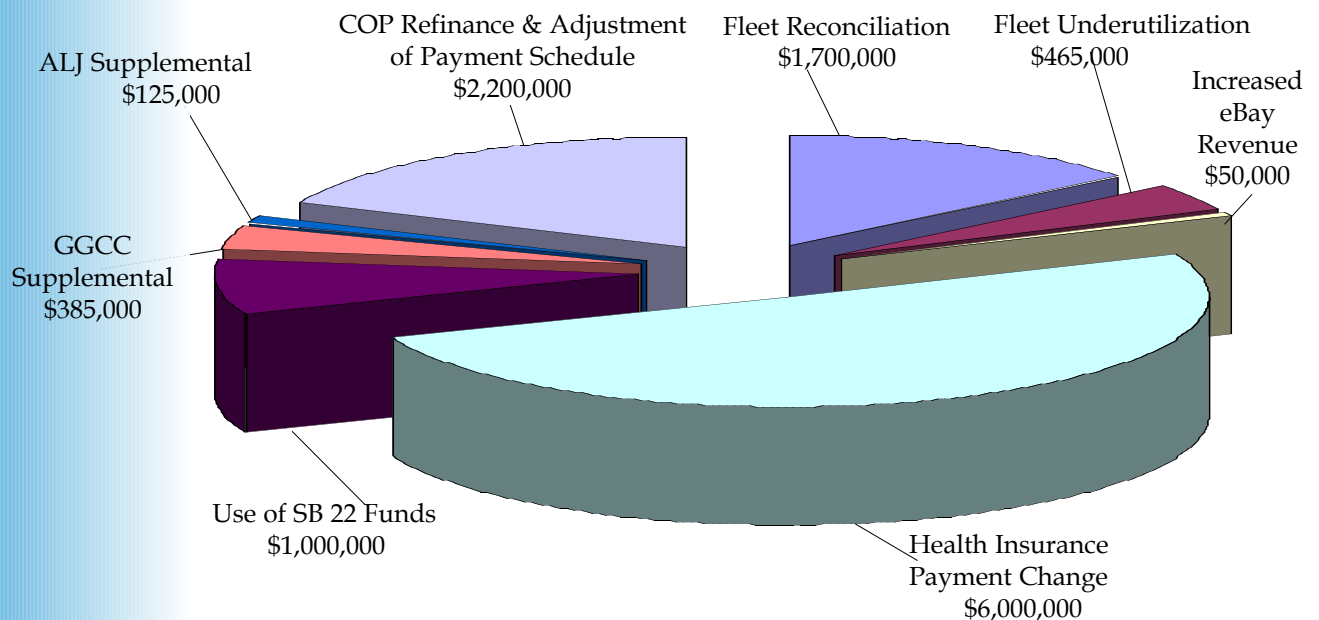
For FY '01-'02, DPA's statewide savings amounted to almost \$9 million through a variety of cost saving measures. Like many homeowners, the Department saved thousands of dollars by taking advantage of refinancing old Certificates of Participation (COP) with lower interest rates. COPs are financial instruments the State uses to finance long-term financial needs. Coupled with equity built up over the life of a COP, the Department saved over \$3.6 million. In addition, fleet reconciliation saved another \$2.1 million and DPA was able to use the fund balance in the statewide health/life/dental account to fund Senate Bill 02-22 (the Pueblo parity bill), rather than increasing statewide appropriations by more than \$1 million dollars.

The Department saved even more during FY '02-'03. As a result of changing the way the State pays its employees' health insurance premiums, the State had a one-time savings of \$6 million and state employees saved \$5 million dollars at the end of 2002. Through further fleet reconciliation, an additional \$1.7 million will be saved along with COP refinancing and an adjustment in payment schedules saving another \$2.2 million. Combined with various savings from previous years' supplementals and fleet underutilization, the total savings to the State for FY '02-'03 was almost \$12 million.

Looking to FY '03-'04 and beyond, the department is anticipating revenue savings from further fleet reductions and renegotiated Multi-Use Network (MNT) contracts for savings of almost \$2 million.

### **DPA's Statewide Savings FY '02-'03**

*Total Savings = \$11,925,000*

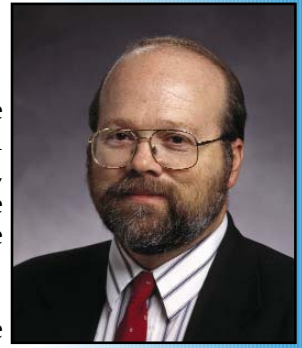




## Executive Office

One of the main areas of focus for the Department in FY'02-'03 was improving the management of its internal operations. Previously, DPA relied on its externally focused divisions to provide internal business services and operational support. For example, if a DPA employee required assistance with a personnel problem it was referred to the Division of Human Resources. The internal needs of the Department usually became enmeshed with the needs of our external customers.

Three core internal departmental functions were identified for which the Executive Office (EO) would be responsible and be able to directly allocate resources: budget and finance, human resources, and communications. Because of this, there is no need for policy analysts, "special projects" staff, or similar positions within the EO. The EO staff devoted to these core functions coordinate with division liaisons or contact persons for proper follow-through.



*Paul Farley manages the Executive Office, and serves as the Department's chief operating officer. Prior to being appointed Deputy Executive Director, he was the Director of the Division of Administrative Hearings (DOAH). From 1991 to 1999 he served under then-Attorney General (now U.S. Interior Secretary) Gale Norton as Deputy Attorney General, where he was responsible for the legal representation of a dozen cabinet departments, including Personnel & Administration, Labor & Employment, Human Services, and Higher Education.*



Jennifer Okes

### Jennifer Okes, Chief Financial Officer

Jennifer leads the Department's Budget & Finance Unit responsible for budgeting, accounting, and contracting functions. This Unit streamlines coordination between these three areas and improves accountability, accessibility, and financial management. She has ultimate responsibility for the Department's financial and budgetary functions, including providing assistance to division directors with any problems they may have developing cost estimates for various projects, and assisting in the preparation of budget decision items and supplementals.

Jennifer has worked for the State for 12 years and came to DPA from the Governor's Office of State Planning and Budgeting, where she served as Controller/Financial Manager. Members of Jennifer's team include **Todd Olson**, Department Controller; **Brenda Berlin**, Deputy Controller; **Rich Hull**, Department Budget Director; and **Rod Wolthoff**, Department Contracts Manager.



Todd Olson  
Department Controller



Brenda Berlin  
Deputy Controller



Rich Hull  
Budget Director



Rod Wolthoff  
Contracts Manager



Monica Cortez-Sangster

**Monica Cortez-Sangster, Director of Human Resources**

Monica heads DPA's Human Resources Unit, which handles all position evaluations, announcements, and selections, as well as playing a key role in the development of various workplace policies. The Unit assists appointing authorities in working effectively within the civil service system and provides greater consistency across the Department in the handling of personnel-related issues.

Monica has been a state employee for 10 years, first in the Secretary of State's Office and later in the Division of Human Resources. Her lead staff member is Perry Madison.



Perry Madison  
Lead Human  
Resources Specialist



Jeff Woodhouse

**Jeff Woodhouse, Director of Communications and Legislative Affairs**

Jeff serves as the Department's primary point of contact with the General Assembly. He develops and advocates the Department's positions on proposed legislation and responds to inquiries by legislators, legislative staff, and constituents. In addition to his legislative responsibilities, Jeff is the Editor-in-Chief of *Stateline*, the publication for Colorado's state employees, and has oversight of the various internal Department publications and reports. He is also the Department's

public information officer, serving as the primary contact for local and national media.

Jeff previously worked as Director of Public Affairs for the South Metro Denver Chamber of Commerce and as a Legislative Aide for then - U.S. Congressman (now U.S. Senator) Wayne Allard. Assisting Jeff is Julie Postlethwait, a former staffer in the General Assembly.



Julie Postlethwait  
Communications Coordinator



Leroy Williams

**Leroy Williams, Chief Information Officer**

In December 2001, Leroy was appointed as DPA's first Chief Information Officer (CIO). In this capacity he headed up the internal information technology group, the Technology Management Unit (TMU). This unit is responsible for desktop support, server/LAN support, telecommunications for DPA employees, managing certain systems for external customers, developing long-term IT strategy, ensuring oversight of projects and resources, providing account management, and application development. In December 2002, Leroy was appointed as Colorado's State CIO in the Governor's Office of Information and Technology

# State Personnel Board

## Stacy L. Worthington, Director

The State Personnel Board is constitutionally established with five members, each serving 5-year terms. Three of the members are gubernatorial appointees, and two of the members are elected by state employees.

The Board has both quasi-judicial and quasi-legislative responsibilities within the State Personnel System. The Board has an important role in the governance of the State Personnel System by promulgating rules to ensure that state employment is based on merit and fitness. The Board also employs administrative law judges (ALJs) who conduct hearings on appeals by state classified employees. The cases presented to the Board include issues of discrimination, retaliation under the State Employee Protection Act, layoff and retention, wrongful discipline, and other employment-related issues. The Board's staff conducts settlement conferences and facilitates settlement negotiations between state agencies and their employees.

The Personnel Board is also active in training attorneys who practice in front of the Board. Staff members participated in a fully accredited Continuing Legal Education (CLE) Seminar that was conducted at the law firm of Holland & Hart; about 50 attorneys attended the CLE.

In addition to the CLE, the Director has provided numerous training sessions for managers, supervisors, other senior executives, employees, and legal staff. The training sessions addressed such topics as "Top 10 Things that Get Personnel Actions Reversed and What You Can Do About Them," "Layoff 101," avoiding discrimination and retaliation claims, the state civil service amendment and personnel system, and other employment issues. The training was presented to the DPA Senior Leadership Council, higher education institutions, the College and University Personnel Administrators association, the Department of Law, the Department of Corrections, the Colorado Association of Public Employees' delegate assembly, and the Mile High Association of Legal Support Staff.



CLE training at Holland and Hart Law Offices



**Stacy L. Worthington** became Director of the State Personnel Board in 2001, after 13 years at the Attorney General's Office. Her focus is on making the state personnel system more user-friendly for the agencies, their managers, and the classified state employees it serves. Under her leadership, the Board has offered training as well as conducting customer satisfaction surveys in an ongoing effort to maintain an open relationship with those the Board serves.

*When I have had the occasion to work with Stacy and the Personnel Board, I have always found their professionalism and fairness to be of the highest quality. Stacy also has made a concerted effort to improve stakeholders accessibility and understanding of the role of the Personnel Board within the State Personnel System.*

**Steve Chavez,**  
Human Resources Director, CDOT



**Personnel Board  
Members**



*Joyce Lottner  
Chairperson  
(appointed)*



*John Zakhem  
Vice-Chairperson  
(appointed)*



*Diedra Garcia  
(appointed)*



*Linda Siderius  
(elected)*



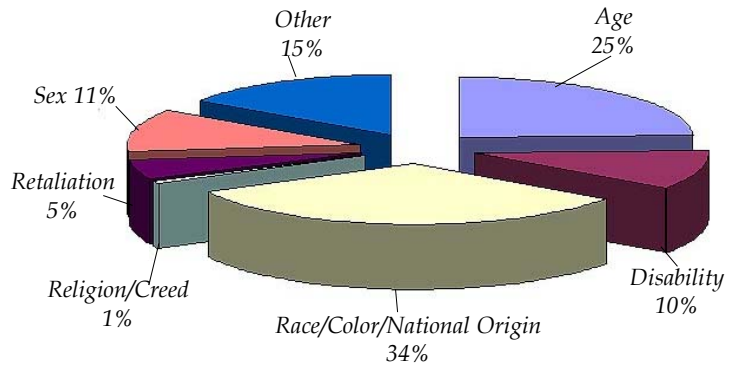
*Elizabeth Salkind  
(elected)*

**Discrimination  
Appeals**

The Board receives charges and claims of various types of discrimination each year. A case may involve several different kinds of discrimination, which are referred to the Colorado Civil Rights Division (CCRD). In FY '02-'03, the Board received 308 discrimination appeals

addressing a wide range of issues, including age, religion/creed, disability, gender, race/color/national origin, retaliation, sex, and other (such as membership in a labor association or union, veteran's status, or non-whistleblower retaliation).

**DISCRIMINATION CASES BY TYPE FY 02-03**



**Decisions**

In FY '02-'03, 133 cases were set for hearing. This number is lower than the number of appeals (308) filed for several reasons. First, of the 148 petitions for discretionary hearing, only 28 went through the preliminary review process (the others were resolved or abandoned) and the Board granted a hearing in one case. Second, some of the cases where the employee was entitled to a hearing were resolved, abandoned, or dismissed before hearing. Third, the cases that included discrimination claims were referred to CCRD for investigation, and the CCRD investigation can take from 6 to 15 months. The appeals alleging violations of the whistleblower act are sent to the agency for response, then to DPA for investigation, all of which can take as long as 3 months before a hearing can be set.

The ALJs issued 30 Initial Decisions in FY '02-'03. Again, the number is lower than the number of cases set for hearing due to cases being abandoned, dismissed, or settled. Of the 30 cases, 25 affirmed the decision of the appointing authority (83%).

**Settlement Program**

The Board encourages parties to resolve their cases on their own terms, and requires a party to participate in settlement conferences if the other party requests a conference. In FY '00-'01, the Board experimented with having settlement conferences conducted by ALJs. This experiment was unsuccessful, and the settlement rate dropped to 12 percent. In January 2002, Legal Assistant Jane Sprague was trained in basic and advanced mediation, following which she assumed leadership of the settlement program. In FY '02-'03, 76 cases were dismissed after settlement -- a settlement rate of 57% -- which shows a strong improvement over previous years.



*Jane Sprague  
Legal Assistant*

# Division of Administrative Hearings

*Michael S. Williams, Director and Chief Judge*

The Division of Administrative Hearings (DOAH) was created in 1976 to provide an easily accessible, independent, and cost-effective statewide administrative court system, and provides hearings for over 30 state agencies, counties, and other entities. DOAH serves the State's citizens from three offices: the main office in Denver, the Western Regional Office in Grand Junction, and the Southern Regional Office in Colorado Springs. The operation of regional offices allows citizens to have easier access to administrative hearings without having to travel to the Denver area.



**Michael S. Williams** was appointed Director of the Division in November 2001 and in March 2003 he was also named Chief Judge. Previously, he joined the Office of then-Attorney General (now U.S. Interior Secretary) Gale Norton in 1991. In 1998 Williams was appointed First Assistant Attorney General and Director of the Peace Officer Standards and Training Board. From 1999 to 2001 he served as Associate General Counsel for the Colorado State University System.



## **Professionalism**

DOAH continues to provide mandated services to Colorado's citizens in the face of shrinking resources. Despite the fact that the number of applications for hearings continues to rise, DOAH has been successful in achieving two significant program improvements: providing relevant and timely training to its staff and the elimination of a case processing ("docketing") backlog.

In May 2001, Governor Owens issued an Executive Order designed to strengthen Colorado's administrative justice system in two key respects: by raising the professional standards for all administrative adjudicative personnel, including administrative law judges, hearing officers, and referees; and by providing the flexibility to better coordinate the administrative adjudication process throughout state government.

Most immediately, the order required all ALJs to abide by the Colorado Code of Judicial Conduct – the same professional standards applicable to all county, district, and appellate judges. DOAH has committed to provide training on these standards to all ALJs and is developing similar standards of conduct for hearing officers and other administrative adjudicators.



*Marshall A. Snider  
Deputy Chief Judge*

In December 2001, DOAH hosted and presented the State's first-ever training on judicial ethics for administrative adjudicators. DOAH took advantage of its own experienced, knowledgeable judges to share key information with others from state agencies. Attendees were not charged for this training, and production costs and the training site were provided cooperatively by participating agencies. The Division held its second ethics training program in December 2002 and continues to provide training annually.

*"Our cases are well-suited for mediation because rarely are there black and white answers. DOAH's mediation program provides an opportunity for both parties to come to a mutually acceptable, logical solution that meets the needs of both Child Welfare and families."*

*Jill Gunderson, Child Protection Program Specialist  
Colorado Department of Human Services*

- *In Fiscal Year 2002-2003, DOAH docketed 15,526 cases; conducted 5,004 procedural and merits hearings throughout the State; and issued 12,718 procedural and merits decisions.*
- *In September 2002, Supervising ALJ Nancy Hopf was appointed by Governor Owens to the 18th Judicial District Court bench. A graduate of the University of Denver College of Law, Judge Hopf had been with DOAH since 1991.*
- *Over 50% of the case filings received by DOAH each year concern workers compensation claims.*



*Elizabeth Lipscomb  
DOAH Chief of Operations*

In addition, DOAH provides training for its judges in mediation techniques for professional licensing disputes and Central Registry of Child Protection (CRCP) matters. In 2002, DOAH hosted evidence and subsidized training seminars and attended a decision writing seminar hosted by the Denver Career Service Centers.

### **Case Management**

DOAH conducts due process hearings for workers' compensation claims, public benefits cases (food stamps, Colorado Works/AFDC, medicaid), professional licensing board matters involving the denial, revocation, suspension or other discipline of professional license holders such as doctors and engineers; citizen complaints under the Fair Campaign Practices Act; tenure teacher dismissal matters; and a variety of other administrative hearings.

Once a decision is issued by an ALJ, a party may appeal that decision to the appropriate entity, which may be the Office of Appeals at the Department of Human Services, or the Industrial Claims Appeals Office, or directly to the district or appellate courts.

Recently, DOAH was facing an intimidating backlog in docketing cases. Staff struggled to keep up with the volume and complexity of documents being filed. A Docket Task Force was convened to evaluate the situation and make recommendations designed to bring the docketing process current. By effectively recognizing the causes of the backlog, and eliminating them, DOAH's docket staff was able to completely eradicate the backlog in just a few months and has since remained current.

### **Customer Service**

One way DOAH achieves accountability to their customers is through inclusivity, as evidenced by DOAH's use of customer service surveys, senior management team outreach to client groups, and the Director's Workers' Compensation Focus Group. By educating customers about DOAH, and by effectively listening to them, the agency has been successful in establishing and improving key programs.



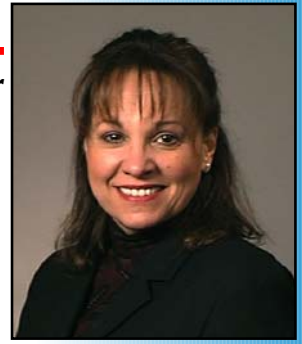
*Denver office docket staff*

DOAH management is developing long-term goals for increased web-based provision of services. These services include scheduling hearing dates, issuing and serving decisions and orders electronically, and providing customers with access to a searchable database of DOAH decisions and orders. Use of web-based services will save the Division staff hours and mailing costs.



# Division of Central Services

*Linda Summers, Director*



The Division of Central Services (DCS) serves the needs of state agencies in the areas of buildings, grounds maintenance, state fleet vehicles, motor pool, commercial art, printing, duplicating, imaging, microfilming, copiers, mailing, and identification cards. In the past two years, DCS has strengthened all of its units, providing a broader support network and a variety of additional resources.



*Bill Taylor*  
Associate Director

Central Services achieves its mission through what may be described broadly as two types of programs: consolidated service programs and management programs. Consolidated service programs are those in which DCS manufactures a good or directly provides a service to its customers. Consolidation results in lower costs through the economies of volume, maximization of space use, high utilization of personnel and equipment and automated machinery.

In management programs, Central Services plans, coordinates, and controls common support services to achieve the most economical and effective utilization of state service resources. The measurement of benefits to DCS customers is very straightforward in the consolidated service programs.

Benefits are measurable in terms of cost, delivery time, and quality of the goods or services furnished by DCS. Management programs' benefits are measured almost exclusively in fiscal terms. Benefits are also gauged in terms which are less tangible such as: fraud prevention and control; cost avoidance; re-circulation of state funds within the government framework; increased levels of service availability; and secondary savings implied by providing a particular service.

## *Statewide Travel Management Program*

The Statewide Travel Management Program is charged with overseeing state employee travel for all state agencies and institutions of higher education, to foster fiscal accountability and bring significant financial savings to the State. The program has several responsibilities including evaluating commercial travel vendors to identify the most favorable rates and travel services for state employees and establishing a uniform credit card system for all direct billings related to travel.

## *State Fleet Management (SFM)*

SFM provides management oversight for all of the approximately 5,500 light duty vehicles in the fleet program. Throughout the life of the vehicle, SFM provides vehicle purchasing, management of maintenance, repairs and preventative services, collision management, remediation, vehicle reassignment and fleet monitoring and reporting. SFM also manages the sale of older vehicles.

*Linda Summers is the Director of the Division of Central Services. She has been with the DPA for 27 years. She started working in the State Controller's Office as an Administrative Assistant in 1975, before spending the next 10 years working in the Executive Directors Office for Financial Services. In her 15-year career with the Division she has worked in several different areas.*

*"When I think about State Fleet Management's performance for my institution last year, the first thing that I recall is the last few months under the new management's philosophy. Customer service and involvement has increased and with that so has customer satisfaction."*

**Bryan Flansburg**  
Director, Transportation Services  
University of Colorado at Boulder



**Scott Madsen** serves as the Division's Deputy Director. He is relatively new to state government, having already spent over 30 years in the private sector. Scott is responsible for State Fleet Management (SFM) and the Integrated Document Factory (IDF) and the Document Solutions Group (DSG). He believes DCS should add recognizable value to the State in every service we choose to offer, and that excellent customer service need not suffer as we work to hold down costs for the State.

Since 2001, SFM has been selling surplus vehicles through eBay, assuring that the vehicles get the broadest exposure possible with over 3,000 hits per month to our auction site. Last year, the State realized over \$1 million in revenue from vehicle sales on eBay. With many of the vehicles being sold to out-of-state buyers.

For years, the State sold vehicles through on-site auctions which required a significant amount of storage space to stage and conduct the auctions, as well as the time and effort of many individuals in SFM and in the Department of Corrections - Juniper Valley Division (our agent for conducting fleet auctions). Using eBay allows the processing of vehicles on a continuous basis, greatly reducing the need for storage space and allows vehicles to be sold as soon as possible.

In coordination with the Governor's Office of State Planning and Budgeting, DPA reconciled statewide department/agency budget spending authority with what Fleet actually charged the various departments and agencies. After this review, a \$1,152,598 adjustment was submitted to the JBC, of which they chose to revert \$544,000 back to the General Fund in FY '02. There will be additional requests in FY '04 & FY '05 of approximately 1 million dollars each.

Additionally, after review of the State's lease/purchase program for cars, it was determined SFM could realize significant savings if Certificates of Participation (COPs) for the leases/purchases. After issuing the COPs, the State saved \$7.9 million in FY '02-'03. In FY '02-'03 SFM saved \$7.9 million and got a 2.96% rate when they refinanced their lease/purchases.

SFM also operates the State Motor Pool, which rents late-model cars and vans to state agencies and departments. The motor pool provides yet another cost saving mechanism by meeting occasional transportation needs (for state business) without the overhead cost of maintaining individually assigned vehicles. These vehicles are typically rented on a daily basis at rates below commercial operations, including all associated costs such as fuel and insurance.

The motor pool currently has 50 vehicles available, including the Toyota Prius, a gasoline - electric hybrid. Sedans, station wagons, and mini vans are available through the motor pool, meeting almost any transportation need. SFM is now in the process of developing additional regional motor pools in other urban areas throughout the State.



J.J. Jackson  
IDF Manager

### ***Integrated Document Factory (IDF)***

Last year, the Design Center, Quick Copy Center, Print Shop, and Mail Services were combined to form the Integrated Document Factory. The IDF represents a centrally located all-purpose service center offering a more efficient production and distribution system to fulfill the needs of DCS customers. One of the greatest aspects of combining all these services is improved communication and cooperation. This, coupled with the cost savings due to increased efficiency, has been an important aspect of DPA's focus on customer needs and helping them address the recent budget crunch.



Cindy Nardini  
DSG Manager

## Document Solutions Group (DSG)

The Pueblo Data Entry Center and the Imaging and Microfilm Unit merged in 2002 to form the Document Solutions Group. Because of this merger, DSG is now better positioned to serve the State's document capture, conversion, and retention needs. The DSG is now able to offer a full range of services for state agencies such as micrographic, data entry, digital imaging, and indexing for database retrieval. DSG also offers storage and retrieval solutions through our Electronic Document Warehouse (EDW) and on-line web applications. DSG operates facilities in both Denver and Pueblo.

## Capitol Complex

Capitol Complex is responsible for the property management and maintenance for all state buildings located downtown and at the Lakewood, Grand Junction, and North (Denver) Campus locations. In 2001, for the first time in 25 years, the State acquired an office building in the capitol complex area. Through a collaboration of efforts by numerous state agencies and the General Assembly, DPA received the necessary authorization to purchase property located at 1570 Grant Street. Capitol Complex design and construction management staff worked directly with State Buildings and Real Estate Programs to make the necessary upgrades on the building, and identify structural and mechanical issues prior to the purchase.



Frank Lombardi  
Capitol Complex Manager

## State Employee Wellness Center

The new building also houses the recently-opened State Employee Wellness Center. The Center is a member-funded, privately managed pilot project designed to provide better access to wellness programs and facilities to state employees in the Capitol Complex. In a March 2003 survey, 44% of state employees in the Capitol Hill area said they never exercise. This pilot program is an attempt to provide employees an option to continue or begin a fit lifestyle. As health-care costs continue to rise, taking more control over health and fitness decisions can improve workplace performance, strengthen morale, and in some cases help reduce insurance costs.



1570 Grant Street

## Life Safety Project

The State Capitol Life Safety Project is a plan to make the State Capitol a safer place to work by bringing it up to current safety requirements. When necessary budget cuts led to a freeze in all new state government construction, Capitol Complex Staff came up with an innovative solution: seeking a \$1.5 million grant from the Colorado Historical Fund to continue the project. This fund is generated from a portion (28%) of the tax revenues from Colorado's limited-stakes gaming proceeds. Thanks to the generosity of the Colorado Historical Society and the ingenuity of DPA's staff our capitol will soon meet current safety codes.

- Staff at the Integrated Document Factory (IDF) worked with the Division of Wildlife to help cut costs in the printing of a 169,000-piece mailing to deer and elk hunters. By using IDF format recommendations the Division of Wildlife saved more than \$100,000.
- DPA was successful in deferring \$3.3 million of FY 2001-02 & FY 2002-03 General Fund expenditures to subsequent fiscal years by taking advantage of low-interest rates and refinancing existing certificates of participation (COPs).
- Last Year, Mail Services saved the State approximately \$700,000 in postal discounts. This was accomplished through the use of various systems and postal software.
- In October, 2003, DCS received an Environmental Achievement Award from the Department of Public Health and Environment for reducing water usage through a series of innovations.



# Division of Finance and Procurement

## *Richard Pennington, Director*



The mission of the Division of Finance & Procurement (DFP) is to provide leadership, oversight, and guidance to state agencies and institutions of higher education in the management of the State's financial affairs, public procurement, construction and real property.

The major statewide financial functions are aligned within DFP in four major sections: the State Controller's Office (including Central Payroll), the State Purchasing Office, State Buildings & Real Estate Programs, and Central Collection Services.

This organization allows better identification of common objectives in the areas of customer service, outreach and training, and oversight and monitoring. While this is the first time that these separate programs have developed objectives having common components, the Department is excited about the prospects for developing a consistent, common approach to tracking customer service and other performance of these financial oversight functions.

### **State Controller's Office (SCO)**

The SCO oversees the financial affairs of the State of Colorado by promulgating the State Fiscal Rules, performing statewide financial reports, maintaining liaisons with agency financial personnel and overseeing the end-of-year financial close. The Office also manages the contracting process, performs target audit and review activities and maintains central aspects of the State's financial system. This year the state received the Certificate of Achievement



*Art Barnhart  
State Controller*

### **State Purchasing Office (SPO)**

The SPO promulgates the State's procurement rules (other than bridge and highway construction), handles vendor appeals related to bid protest decisions, and administers over 300 price agreements. The Office also maintains the on-line solicitation publication system for all statewide competitive procurements, conducts procurements for various agencies and departments, manages the procurement card process, conducts statewide training in public procurement, runs the small business development program for state procurement, and performs oversight and generally establishes policy relating to public procurement.

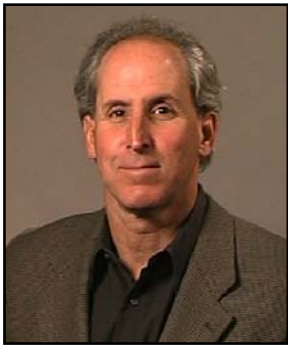


*Kay Kishline  
State Purchasing Director*

*After service both in the Attorney General's Office and as State Purchasing Director, Richard Pennington was appointed director of the Division of Finance and Procurement in July 2002. Richard retired from the U.S. Air Force as a colonel in 1995 where he specialized in federal procurement law and litigation. He received a B.S. in Engineering Mechanics from the Air Force Academy, his J.D. degree from the University of Denver, and his Master of Law degree in public procurement law from George Washington University.*

*"On behalf of the Department, I would like to personally commend State Building Programs for their quick response and support in acting on this very serious risk and liability to the State. Their commitment and responsiveness was invaluable to the Department and to the citizens of Colorado."*

**Marva Livingston Hammonds,**  
Executive Director, Department of Human Services,  
referring to SBREP's approval of emergency construction funds to perform a residential facility renovation



Larry Friedberg  
State Architect

## State Buildings & Real Estate Programs (SBREP)

SBREP integrates statutory oversight responsibilities with comprehensive design, construction, and real estate expertise in order to provide assistance and training to state agencies and institutions relating to general-funded capital construction and all aspects of real estate transactions.

The State's energy performance contracting statute permits agencies and institutions to fund capital systems upgrades out of utility savings. Over \$8 million dollars in upgrades have been funded through energy performance contracts.

SBREP is also responsible for controlled maintenance for the state. State agencies and departments request various maintenance projects which SBREP will complete, these sites are then toured and working with the Governor's office and the Legislative Capital Development Committee SBREP creates a list of priorities the need to be addressed. This list is then presented to the Governor's Office and the Capital Development Committee for inclusion in the Long Bill.

## Central Collection Services (CCS)

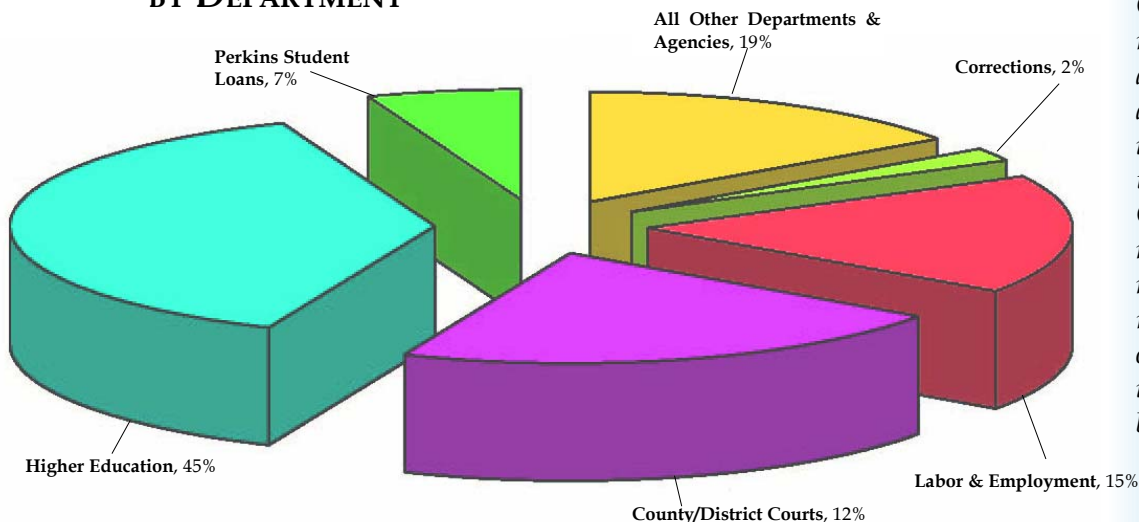
CCS is the central accounts receivable function for debts owed to state agencies, departments, and institutions, after initial collection efforts have been unsuccessful. CCS operates through in-house collection efforts (including direct calls, garnishments, and offsets), as well as retained counsel, and collection agencies on contract with CCS.



Verneeda White  
CCS Manager

State debt is extremely diverse in terms of the amount, the agency/institution owed, and the underlying basis for the debt. This year CCS streamlined its tax offset program to better handle the 1000% increase in tax offset appeals. CCS's collections increased by 17% last year.

### CENTRAL COLLECTIONS BY DEPARTMENT



• This year, the State will do over \$120 million worth of business using the procurement card, in over 600,000 transactions with an estimated efficiency savings of \$9.00 per transaction, or \$5.4 million.

• Procurement competition thresholds are among the most progressive nationally.

• DPA achieved a 38% reduction in contracts through the central approval process and maintenance of good central review times, less than 14 days.

• Every year, Central Collections Services receives 60,000 new accounts from agencies and institutions throughout Colorado, worth more than \$50 million and representing debts owed by both individuals and businesses.



# Division of Human Resources

*Jeff Schutt, Director*

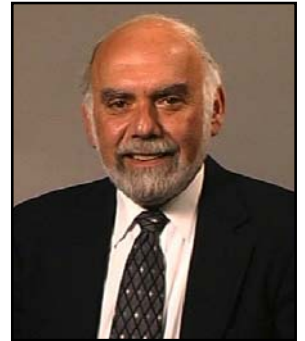
The Division of Human Resources has the responsibility of effectively managing the entire state personnel system. To achieve this goal, the Division has established a decentralized environment with three main components - the Director's Office, Human Resource Programs, and Health and Risk Services.

## *Director's Office*

*In 1992, Jeff Schutt was appointed Associate Director of the Department of Personnel, where he led the successful merger with the Department of Administration to form what is now DPA. In 1995, he became the first Director of the Division of Human Resources.*

*Last year, the National Association of State Personnel Executives recognized Jeff's 25 years of excellence by honoring him with the 2002 Eugene H. Rooney Leadership Award.*

The Director's Office provides management and strategic planning for all major statewide human resource programs and systems. The professionals in the director's office also coordinate rulemaking for the Director's Administrative Procedures, and lead rules interpretation, dispute resolution (appeals investigations, performance disputes), employee relations with various stakeholders, and division-wide communications along with preparing the annual Total Compensation Report for the General Assembly.



*Ken Allikian  
HR Programs Manager*



*Karen Fassler  
HR Programs  
Administrator*

## *Human Resource Programs*

The Programs Section creates, maintains, and enhances statewide human resource systems and programs for the state personnel system, including recruitment and selection, job evaluation and workforce training. This group is also responsible for producing the Total Compensation Survey and for the implementation of the Pay for Performance program.

## *Total Compensation*

Even though the report is commonly known throughout Colorado state government as the annual "salary survey", that nickname describes only one important aspect of the report. The statute generally defines "prevailing total compensation" to include both salary and benefits. In keeping with the "total compensation philosophy" required by the statute, the report proposes various adjustments in employees' total compensation package. DPA recommended adding an additional \$47.5 million in state employees' salary and health benefits in the FY '04 - '05 budget. This marks the first time since 1994 that DPA has proposed a total compensation budget package to ensure that both health insurance benefits and employees salaries keep pace with those paid by comparable public and private sector Colorado employers. This was made possible due to the passage of HB 03-1316, the Total Compensation Reform Act, in response to thousands of calls, letters and e-mails from state employees across Colorado.



*Sue Huang  
Compensation Specialist*

*"DHR's Professional Development Center was instrumental in helping us to equip and train our employee mediators. It was a pleasure to work with the Center and we found our facilitator well-prepared and professional, and we particularly appreciated his experience and insight into the practice of mediation."*

**James G. Benway**, Director of Human Resources  
**Tammy L. Quinn**, Human Resource Specialist  
Judicial Branch



## *Pay for Performance and Consulting Services*

After 25 years of planning, and at least five years' delay, Pay for Performance (P4P) payouts began July 1, 2002. Governor Owens, the Joint Budget Committee (JBC), and the Division of Human Resources deserve credit for proceeding with this important program.

As funded for FY '02-'03, the P4P "pot" of money was just over 60 percent of the dollars that used to be paid to state employees in the form of automatic anniversary increases. This reduction in the funding that Governor Owens and DPA requested was disappointing, since the P4P program was supposed to be "revenue-neutral." Instead, only about \$9 million was appropriated rather than the \$15 million that would have comprised the old anniversary pot. The P4P monies were in addition to the \$65 million paid in salary survey dollars. This made for a total of nearly \$75 million in increased employee compensation for FY '02-'03 -- despite the most serious revenue shortfall in 20 years.

Consulting Services provides comprehensive statewide human resources program management reviews and measurements to assist state agencies and institutions of higher education in eliminating problems, improving management and performance, identifying and implementing "best practices," and complying with state and federal laws and regulations.



*Cindy Corwin  
Performance Management  
and Consulting  
Services Manager*

- *DHR expanded the availability of administrative leave and leave banks to assist employees called to active military duty.*



*Susana Villegas  
PDC Manager*

## *Professional Development Center*

The DPA Professional Development Center (PDC) provides flexible, interactive learning opportunities to help state employees grow professionally and excel in their work environment. With over 75 years of combined state employment experience, the PDC's consultants understand the special challenges and opportunities that state employment brings.

The PDC is a cash funded program that trained over 2,500 state employees in FY '03 earning more than \$250,000 in revenue. That training included: a statewide seminar on the Colorado legislative process; specific training in preparation for the implementation of the performance-based pay system; a series of programs on customer service and diversity for over 300 employees at Colorado State University; a mandatory mediation training for members of the Judicial Branch; an organizational development study for the Department of Public Health and Environment; and sexual harassment prevention programs.

The PDC now trains all new firefighters in sexual harassment prevention at the Metro Firefighters Academy in Englewood, at Arapahoe Community College, and at the Cunningham Fire Protection District in Aurora. The Center has provided its expertise in a number of voluntary capacities, including facilitating the Denver Hispanic Chamber's annual meeting and the Denver Public School's customer service improvement initiative.

- *DHR established six new agency internships for people with disabilities.*

- *Through DHR's workshops, training, and over 2,000 direct contacts with employees and managers, C-SEAP saved the State approximately \$4 million in lost productivity, workers' compensation claims, and health benefits usage.*

- *In another attempt to save valuable time and money, DPA has committed to the elimination of paper-based materials for the annual open enrollment of health care benefits and convert to an entirely "paperless" on-line open enrollment process. It is estimated that this change will save the State over \$226,000 over the next two years.*



*Jan Cotter  
Risk Management &  
Employee Benefits Manager*

## *Health and Risk Services*

The Health and Risk Services section manages the State's benefit plans, risk management program and the Employees Assistance Program (C-SEAP). One of the most critical responsibilities of this group is the administration of the state employee health benefits plan.

### *Health Insurance Benefits*

The State's insurance consultants continue to advise DPA that insurance rates for state employees are expected to grow by double-digits for the next several years. To meet this challenge, it is imperative that the legislative and executive branches of state government work together to provide more competitive insurance benefits as part of employees' total compensation package.

Of the \$47.5 million included in Governor Owens' FY '03-'04 budget, 75 percent is earmarked for increasing health insurance benefits for state employees starting in January 2005. This benefits increase equates to up to \$334 per month for each insured family. DPA also proposed that the State's contribution to employees' insurance premiums be increased again so that by January 2006, the State of Colorado can offer *all* state employees a health insurance package that is as equally well funded as those offered by comparable Colorado employers.



*Cristina Valencia  
State Risk Manager*

### *Risk Management*

In its mission to help protect the State's human and financial assets, the Office of Risk Management provides free consulting and technical services for all state agencies and offers comprehensive safety and loss control programs and resources. It also provides insurance coverage for state buildings and their contents, boilers and machinery, aircraft, and for employee fidelity, liability claims and workers' compensation. Loss control professionals offer insurance consulting services, supervise claim handling and related litigation, and issue certificates of insurance for all state agencies, and help mitigate loss through our comprehensive training programs and technical services.

## *Colorado State Employee Assistance Program (C-SEAP)*

The Colorado State Employee Assistance Program (C-SEAP) proactively responds to employee work/life issues, helping employees deal with concerns that may affect their personal life or job performance. C-SEAP professionals provide confidential counseling, mediation, support, educational and referral services. C-SEAP programs also help protect the State of Colorado as an employer by providing early-stage, preventative intervention, helping managers and supervisors curtail workplace issues before they become a liability.



*Randi Wood  
C-SEAP Director*

# Division of Information Technologies

*Rick Malinowski, Director*



The Division of Information Technologies (DoIT) has the responsibility of effectively managing the Mainframe Operations-Computing Services, Multi-Use Network and Network Services, and Digital Trunked Radio projects. In an effort to achieve this challenge, the Division is organized into the following major work units – Communication Services, State Archives, Technology Management Unit, Customer Services, Business Services, and Computing Services.

## **Communication Services**

This group provides the information network backbone for the statewide communications network, providing both wired and wireless services including voice, video, and data. A primary purpose of the state network is to carry two-way voice traffic for the Colorado State Patrol, Departments of Corrections, Transportation, Natural Resources, and local public safety agencies. Communication Services operates the State's digital microwave radio system via remote, mountaintop relay stations. Additionally, it coordinates and manages services provided by private carriers such as Qwest, within the state communications network. Personnel monitor network load usage, operational functions, and perform communication capacity planning. Communication Services is also responsible for the licensing of all radio frequencies used by the State from the Federal Communications Commission, such as authorizing state, local and federal agencies to use these frequencies.

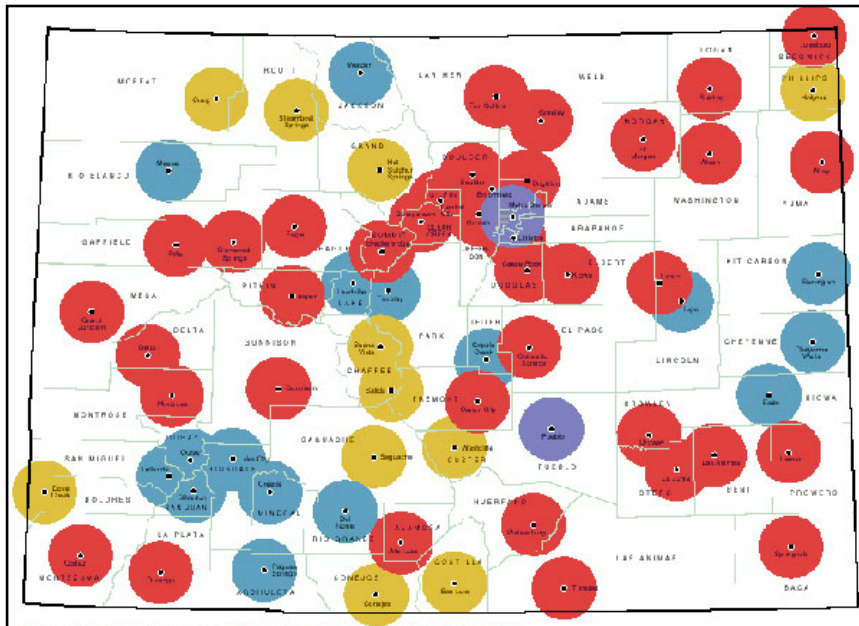


*Paul Nelson  
Network Services Manager*

*Prior to leading the Division of Information Technologies, Rick Malinowski served as Director of the Division of Central Services from 1997 to 2002. Under his leadership DoIT has successfully improved customer service and increased its efforts in employee recognition and appreciation with a focus on providing employees with the tools necessary to advance professionally.*

## **Multi-Use Network (MNT)**

The MNT, which is nearing the end of its implementation plan, was developed to improve the economic development opportunities by creating the necessary incentive for the private sector to upgrade equipment and capabilities in all



*Different colors denote stages in which the access sites became active.*

*"With the help of the MNT team we are starting to see real progression of our efforts to close the digital divide separating the rural and metropolitan areas of Colorado."*

**Mike Harms,**  
Morgan County Commissioner





*Guy Mellor, Deputy Director of DoIT, comes to the State with 20 years of program experience including management, operations, implementation, support and training. Guy has spent the last ten years with fast-paced technology companies particularly in the software development industry. Prior to that he owned and operated his own consulting firm engaging in financial analysis, accounting, and asset management.*

*Guy holds a Bachelor of Science degree from the United States Air Force Academy and a Master's of Business Administration from Trinity University.*

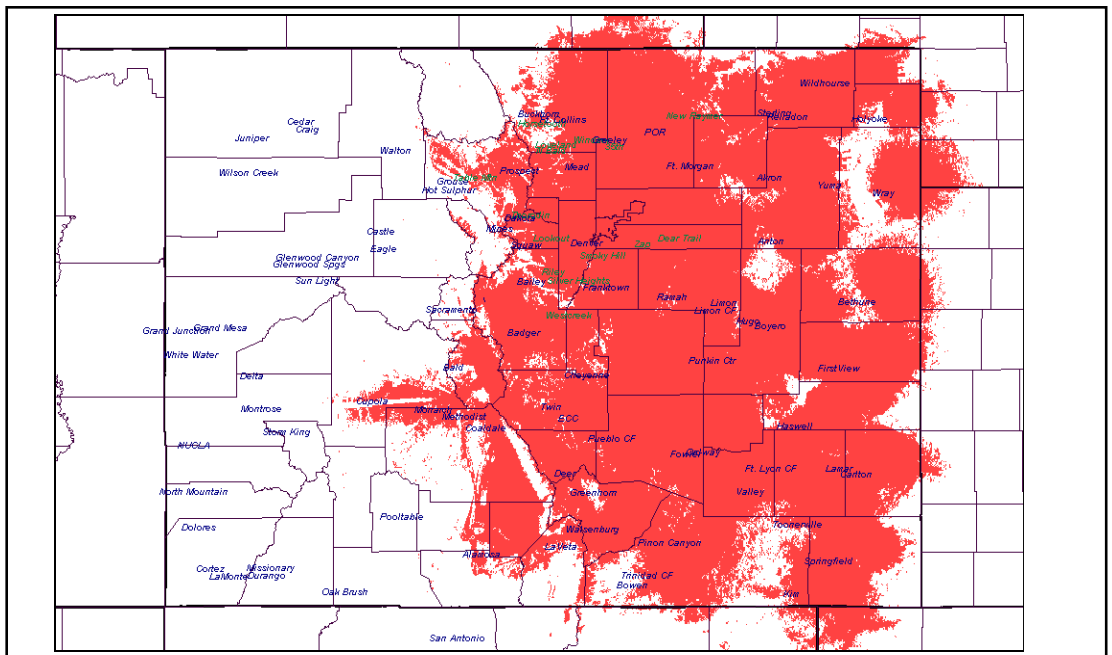
areas of the State. Establishing a single statewide network that links all sites with the same level of capabilities provides an equal opportunity to participate in the new economy such as distance learning and tele-medicine. The primary objective of the MNT is to "bridge the digital divide" by providing broadband access to remote counties and promoting economic development across Colorado.

### MNT: LOWERING RURAL TELECOM RATES COMPARISON OF T-1 CIRCUIT MONTHLY RATES

City	Pre-MNT Rate	Post-MNT Rate
Alamosa	\$1,348.89	\$329.85
Cortez	\$615.17	\$329.85
Fairplay	\$1,684.01	\$329.85
Gunnison	\$1,059.96	\$329.85
Julesburg	\$2,023.13	\$329.85
Leadville	\$1,264.61	\$329.85
Limon	\$852.50	\$329.85
Steamboat Springs	\$1,180.33	\$329.85
Trinidad	\$1,324.81	\$329.85

### Digital Trunked Radio (DTR)

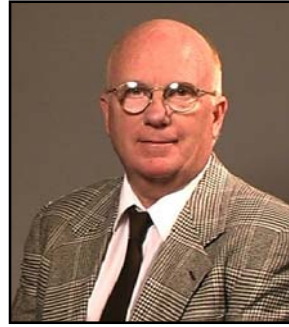
DTR provides a seamless statewide wireless system that enables direct communication between public safety agencies that absolutely must communicate during times of emergency. DTR supports wireless voice and data communications on a single integrated system. This eliminates the interoperability issues between public safety agencies and improved statewide wireless communication coverage in support of their mission to protect life and property. Despite the ongoing capital construction freeze, the Digital Trunked Radio (DTR) project continues to serve an expanding user base. This project is critical to the ongoing needs for the public safety community and new homeland security efforts. Major DTR accomplishments include: activation of the Greeley Police Department into the system; installation of mobile radio equipment in Southern Colorado for the Colorado State Patrol, Division of Wildlife and other state agencies; strengthening the transport of signals through a remote area of the State near Wray.



Red areas represent current DTR service coverage.

## State Archives

This office is the legal repository for selected historical and contemporary records and information generated by state and local governments. It works to ensure the preservation of the State's permanent legal records and information and to promote their use by the citizens of Colorado. Information and research services are also provided for citizen access to public records created by the legislative, executive, and judicial branches of state government. The office worked with all departments, the Office of Innovation & Technology, the State Portal Board and the Governor's Office in redesigning and deploying a new state home page design.



Terry Ketelsen  
State Archivist

- As a result of the MNT contract, distance-sensitive "backhaul" charges for connecting to the statewide backbone network have been virtually eliminated.



Margaret DeLany  
TMU Manager

## Technology Management Unit (TMU)

The TMU manages statewide administrative applications used in support of core business functions in state government agencies. The group also develops applications and information systems for the internal business units of the Department. Services encompass the entire application development and maintenance cycle, including project management, requirements management, systems analysis and design, programming, implementation, enhancement, systems assurance and documentation.

TMU is working on several projects to migrate the state's legacy financial, human resource, and internal business systems to newer, more effective technologies that will better accomplish necessary business functions. Recently, they implemented two new statewide client server application systems into production - the Financial Data Warehouse and the Multi-Use Network Ordering and Billing System. In addition, several projects including the Electronic Data Interchange/Utility Date Warehouse and the Statewide Timekeeping Systems continue to develop.

TMU is focused on providing high quality, cost-effective products and services by developing applications that will improve the internal efficiency of state government and that enhance the ability of our citizens to interact with their government. The TMU staff is committed to excellence in customer service and welcome the opportunity to work with customers in solving problems, answering questions and improving their information technology applications.

## Customer Services

In total, DoIT serves over 200 agencies of various sizes with significant service demands from agencies involved in public safety, human services, taxation and education (both K-12 and Higher Education). This unit serves as the primary means for ensuring regular contact with these customers for the purpose of addressing substantive concerns about existing services, marketing new services, and addressing issues of concern.



Sue Ellen Quam  
Customer Service Manager

- The National Association of Government Archives and Records Administration and the Council of State Governments have said "state archives are the guardians of much of a state's public documentary heritage, resources essential in establishing a citizen's rights, understanding his past, coping with his present, and planning for his future...The value of a state archive stems from the information it contains and the evidence it provides. Its records are essential to administrative and cultural continuity."
- Today there is seamless Digital Trunked Radio wireless coverage from New Mexico north to Wyoming and east to Kansas along the entire eastern slope of Colorado.

## *Business Services*

This unit focuses on the management of the internal business functions of DoIT. Budget preparation and monitoring, billing of services, personnel actions, procurement and rate setting are all areas in which this unit plays a crucial role. Several bids and contracts were completed last year to save money for the Computing Services and Communications Services Units. This unit is responsible for saving approximately \$554,000 through negotiation of contracts and forgiveness of overcharges and disputed charges. They have also entered into contracts and agreements that ensure future cost savings on ongoing services such as domestic and international long distance calls.



*Molly Behnke*  
*Business Services Manager*



*Mike Shaw*  
*Computing Services*  
*Manager*

## *Computing Services*

Computing Services is responsible for the management and operation of the State's information data center (previously called the General Government Computer Center or GGCC). This Unit is separated into operational support and technical support. The unit's responsibility requires the maintenance and operation of the data center on a 24-hour, seven days a week basis, 365 days a year. It is also responsible for maintenance and operation of operating software, including databases to accomplish its functions.

The Department has reduced annual software expenditures by \$41,000 through the identification and discontinuation of a component of a statistical analysis system that was no longer being used by our customers. Disaster recovery requirements were updated and an open competition was conducted to find a vendor to provide mainframe disaster recovery services. A new vendor was selected resulting in annual savings from the base services contract of \$34,000. This savings will be reallocated within the disaster recovery program to better serve the customers by bringing the communications component of the program to a higher capacity and performance level. If a disaster is experienced, the new vendor will meet the contractual service obligations for \$16,000 less per day than what was committed to under the previous contract. Further, the new site is in Boulder rather than Philadelphia, saving over \$3000 a year in travel costs for the annual disaster recovery test.

DoIT also renegotiated its lease/maintenance contracts for the two subsystems used on the mainframe. The revised contract is anticipated to reduce the annual cost by \$38,000, beginning in FY '03. This savings will be used to offset other hardware facility costs that otherwise would have required new funding. The renegotiated configuration will take advantage of a feature modification to increase both capacity and performance, while retaining the cost savings.



# Leadership Recognition

## ***Troy Eid Named Government Advocate of the Year***

DPA Executive Director Troy Eid was named Government Hispanic Business Advocate of the Year for Region II (the Western United States) by the U.S. Hispanic Chamber of Commerce, for his efforts to reform state government.

## ***Jeff Schutt Wins National Leadership Award***

Jeff Schutt, Director of DPA's Human Resources Division (DHR), received the 2002 Eugene H. Rooney, Jr. National Leadership Award given by the National Association of State Personnel Executives (NASPE), a nonprofit organization, established in 1977, to promote the exchange of information among personnel executives. This honor was awarded to Jeff for his leadership and dedication to state management.

## ***Rick Malinowski Named Governor's Manager of the Year***

Rick Malinowski, Director of the Division of Central Services and Information Technologies, was named the Governor's STAR Manager of the Year for 2002. Rick was selected from a highly competitive pool of 23 nominees from across the State for his interest in providing his staff with the tool necessary to meet their professional goals. One key to Rick's success is forging quality working relationships with his staff.

## ***Art Barnhart Awarded Certificate of Achievement***

The Government Financial Officers Association (GFOA) of the United States and Canada awarded the Certificate of Achievement to State Controller Art Barnhart. Art and his staff received the award for excellence in financial reporting based on the State of Colorado Comprehensive Annual Financial Report (CAFR.) The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting. This is the sixth year in a row the state has received the award.

## ***457 Deferred Comp Committee Wins***

### ***Leadership Recognition Award***

The National Association of Government Defined Contribution Administrators, Inc. (NAGDCA) awarded Colorado's 457 Deferred Compensation Committee and Staff their 2002 Leadership Recognition Award. The award honors excellence and innovation in retirement plan design, administration, and effective communication methods in government defined contribution plans.

## ***Repetitive Motion Injury Program Wins***

### ***Eugene H. Rooney Award***

The National Association of State Personnel Executives (NASPE) awarded Colorado's Repetitive Motion Injury Cost Reduction Program the ninth annual Eugene H. Rooney, Jr. Award for Innovative State Human Resource Management Programs. State Risk Management's Phil Savage, Brenda Hardwick, and Tom Bell developed this award-winning program.

## ***Portfolio Manager Dave Cuneo***

### ***Named CFMA's 2003 Outstanding Fiscal Employee***

Dave Cuneo was honored with the Colorado Fiscal Managers Association's Outstanding Fiscal Employee for his management of the Division of Information Technologies Technical Management Unit's assets and technical projects.



