

Decision Items

FY 2007-08 DECISION ITEMS



DPA

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Schedule 7

**Department
of
Personnel & Administration**



DPA

Schedule 7

FY 2007-08

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COLORADO DEPARTMENT OF PERSONNEL AND ADMINISTRATION
SCHEDULE 7 - Summary of FY 2007-08 Decision Items

| Priority | Title | Total Funds | FTE | General Fund | Cash Funds | Cash Funds Exempt | Federal Funds |
|---|--|--------------------|-------------|------------------|----------------|-------------------|---------------|
| <u>DPA Decision Items</u> | | | | | | | |
| #1 | Additional DoIT FTE to Address Increasing Information Security Needs | \$527,280 | 8.0 | | | 527,280 | |
| #2 | Realignment of Existing Resources Within IDF to Increase Labor Productivity and Achieve Operational Efficiencies | \$0 | 5.0 | | | | |
| #3 | Preservation of Archival Records | \$200,000 | | 200,000 | | | |
| #4 | Additional Collector Staff to Increase Net Collections | \$98,300 | 3.0 | | 10,515 | 87,785 | |
| #5 | Legal Files Maintenance and Support | \$14,325 | | | | 14,325 | |
| #6 | Collections Legal Fees | \$325,000 | | | 169,542 | 155,458 | |
| FY 08 DPA Decision Item Totals | | \$1,164,905 | 16.0 | 200,000 | 180,057 | 784,848 | 0 |
| <u>Statewide Decision Items</u> | | | | | | | |
| #1 | MNT Telecomm Truth-in-Rates - | \$1,607,154 | | | 42,207 | 1,564,947 | |
| | MNT Telecomm Truth-in-Rates (DPA Allocation) | (\$47,715) | | | | (47,715) | |
| #2 | Fleet Replacements - | \$1,125,232 | | | 100,454 | 1,024,778 | |
| | Fleet Replacements (DPA Allocation) | \$30,699 | | | | 30,699 | |
| FY 08 Statewide Decision Item Totals | | \$2,715,370 | 0.0 | 0 | 142,661 | 2,572,709 | 0 |
| <u>Non-Prioritized Decision Items</u> | | | | | | | |
| #SNP-1 | Statewide E-mail Consolidation | \$2,977,540 | 5.0 | 2,977,540 | | | |
| #NP-1 | Data Entry Costs (DPA Spending Authority to Correspond with Dept of Revenue Decision Item) | \$112,040 | | | | 112,040 | |
| FY 08 Non-Prioritized Decision Item Totals | | \$3,089,580 | 5.0 | 2,977,540 | 0 | 112,040 | 0 |
| Total of All Requests | | \$6,969,855 | 21.0 | 3,177,540 | 322,718 | 3,469,597 | 0 |

DP&A Decision Item
#1

**Schedule 6
FY 2007-08 DECISION ITEM REQUEST**

Department: Personnel and Administration
 Priority Number: DPA Decision Item #1
 Division: Division of Information Technology
 Program: Computer Services
 Request Title: Additional DOIT FTE to Address Increasing Information Security Needs

Dept. Approval: [Signature]
 OSPB Approval: [Signature]
 Statutory Citation:
 Budget Analyst: Robb Fuller

Date: November 1, 2006
 Date: 11/1/06
 Date: 11/1/06

| Long Bill Line Item | Fund Source | 1 Prior-Year Actual FY 2005-06 | 2 Appropriation FY 2006-07 | 3 Supplemental Request FY 2006-07 | 4 Total Revised Request FY 2006-07 | 5 Base Request FY 2007-08 | 6 Decision/Base Reduction FY 2007-08 | 7 November 1 Request FY 2007-08 | 8 Budget Amendment FY 2007-08 | 9 Total Revised Request FY 2007-08 | 10 Change from Base in Out Year FY 2008- 09 |
|---|-------------|--------------------------------------|----------------------------------|--|---|---------------------------------|---|--|--|---|--|
| Total of all line items | Total | \$8,884,594 | \$8,781,514 | \$0 | \$8,781,514 | \$8,845,103 | \$527,280 | \$9,372,383 | \$0 | \$9,244,896 | \$503,240 |
| | FTE | 37.6 | 40.8 | 0.0 | 40.8 | 40.8 | 8.0 | 48.8 | 0.0 | 0.0 | 8.0 |
| | GF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | CF | 127,766 | 127,742 | 0 | 127,742 | 127,487 | 0 | 127,487 | 0 | 0 | 0 |
| | CFE | 8,756,828 | 8,653,772 | 0 | 8,653,772 | 8,717,616 | 527,280 | 9,244,896 | 0 | 9,244,896 | 503,240 |
| | FF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Division of Information Technology, Computer Services Personal Services | Total | \$2,867,686 | \$2,600,164 | \$0 | \$2,600,164 | \$2,663,753 | \$499,240 | \$3,162,993 | \$0 | \$3,162,993 | \$499,240 |
| | FTE | 37.6 | 40.8 | | 40.8 | 40.8 | 8.0 | 48.8 | | | 8.0 |
| | GF | | | | | | | 0 | | 0 | |
| | CF | 127,766 | 127,742 | | 127,742 | 127,487 | | 127,487 | | | |
| | CFE | 2,739,920 | 2,472,422 | | 2,472,422 | 2,536,266 | 499,240 | 3,035,506 | | 3,035,506 | 499,240 |
| | FF | | | | | | | | | | |
| Division of Information Technology, Computer Services, Operating Expenses | Total | \$6,016,908 | \$6,181,350 | \$0 | \$6,181,350 | \$6,181,350 | \$28,040 | \$6,209,390 | \$0 | \$6,209,390 | \$4,000 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | |
| | CF | | | | | | | | | | |
| | CFE | 6,016,908 | 6,181,350 | | 6,181,350 | 6,181,350 | 28,040 | 6,209,390 | | 6,209,390 | 4,000 |
| | FF | | | | | | | | | | |

Letter Notations:

Cash Fund Name/Number: Fund 602
 IT Request: No
 Decision Item Criteria: New Data
 Request for New or Replacement Vehicles: No
 Request Affects Another Department(s): No

FY 2007-08 Decision Item Request

Efficiency and Effectiveness Analysis

Department: Department of Personnel & Administration (DPA)

Long Bill Group/Division: Division of Information Technologies

Program: Information Security Operations Center

Request Title: Additional DoIT FTE to Address Increasing Information Security Needs

Request Criteria New Data

Priority Number: DPA Decision Item #1

SUMMARY

This request seeks 8.0 FTE and \$527,280 of cash funds exempt spending authority in the Division of Information Technologies, Computing Services in order to address the significantly increased work-load in the Information Security Operations Center (ISOC) resulting from the increasing external information security threat and increasing regulation in this area. The specific factors that have driven significant growth and resulted in the resource needs identified in this request are highlighted below in detail, and the attached Schedule 6 identifies the budgetary location for the requested funding.

It should be noted that while the overall size of the request may initially sound significant, the functions to be performed by the requested FTE are statewide in nature. In addition, since the request is for cash funds exempt spending authority, revenue would be recovered via GGCC common policy allocations to customer agencies annually as recoverable program costs. Finally, for reference, the requested increase represents a relatively minimal increase to the GGCC recoverable cost basis of approximately 4.3%.

PROBLEM OR OPPORTUNITY DEFINITION

As one of the largest business hubs for the State of Colorado, the Department recognized approximately 18 months ago the need to implement a solid cyber-security program. As a result, DPA made a conscious decision to redirect existing resources to implement an Information Security Operations Center at the expense of other statewide information technology needs. Although the Department was able to initially develop and deploy much of the upfront infrastructure within existing resources, security threats continue to become more sophisticated in today's environment and the Department requires additional resources to ensure that we are proactively able to address both internal and external threats. The passage of House Bill 06-1157 has also put additional strain on our limited staff as we try to implement the policies and procedures prescribed by the State's Chief Information Security Officer. While the Department has been able to continue to provision statewide security services for the benefit of State agencies during the past 18 months within existing resources, the impact of this temporary reassignment of staff has been detrimental to other services that DoIT provides to

State agencies and other customers. As a result, the current Decision Item request seeks the necessary resources to permanently staff this critical statewide function.

In early 2005, when DoIT created the Information Security Operations Center out of existing FTE, the primary focus was on managing 5 statewide firewalls and responding to incidents during normal business hours from a contracted monitoring service provided by a Homeland Security Grant. Since that time, the following events and trends have dramatically increased the visibility and importance of this small group.

1. The State Chief Information Security Officer commissioned a cyber security risk assessment which identified the MNT and DoIT managed data center as the single most significant sources of cyber security risk because so many agencies used their services. The risk assessment identified several internal business processes that DoIT needed to develop further in order to reduce risk including: configuration management and change control across DoIT functions, more firewalls and network segmentation, and changes in network architecture on the MNT to accommodate both high availability and high security. Network Services resources are needed for this as well.
2. The IRS recently audited the MNT network for the first time and passed down their requirements for a secure network. These requirements must be met in order for some of the State's larger Departments, including the Colorado Department of Human Services, the Colorado Department of Labor and Employment and the Colorado Department of Revenue to continue to use the MNT for their federal data and the associated federal funding that goes with the data. Network Services resources are needed for this as well.
3. The Payment Card Industry has enacted stricter security regulations for networks and computer systems that process credit card transactions, as many state agencies do. These transactions provide revenue to many State Departments such as the Department of Personnel and Administration in collections and the Department of Natural Resources from licensing fees. This further impacts the workload of the ISOC. .
4. The incidence of Identity Theft tripled in the past two years based on Federal Trade Commission Reports and Colorado rose to the top 5 for number of reported identity thefts for states and countries. By most estimates, the number of viruses, worms, bots and other malicious computer programs circulating on the Internet has more than doubled in this time. The most critical and resource intensive efforts in addressing these threats are in the administration and operation of the MNT. As a subset of Network Services, MNT is budgetarily treated and funded as a statewide Common Policy, similar to GGCC as described above. To that extent, the costs of doing business each fiscal year, which would include any additional spending authority and resources approved and appropriated as a result of this request (also known as recoverable program costs) are recovered through Common Policy annually and the resulting allocations and billings to customer agencies and institutions.
5. Colorado passed legislation related to cyber-security initiatives in State government, (House Bill 06-1157) during the past legislative session. The policies resulting from this bill significantly increase the cyber security requirements for DoIT policy and processes, network and data center architecture, and DoIT responsibility for statewide incident monitoring and response through the Information Security Operations Center. The State Chief Information Security Officer (CISO) has informed the Department that a substantial amount of work and rework will be required due to the requirements of HB 06-1157. The exact amount of effort required is unclear at this time since the policies have not yet been published nor the requirements to comply. However, the Department consulted the CISO while attempting to quantify the additional scope of workload associated with this legislation.

As a result of these events, the workload at the Information Security Operations Center has more than doubled in the past 18 months and is expected to more than double again in the next 18 months.

Firewalls

- ✓ Specifically, the number of DoIT managed, active statewide firewalls has grown from 5 to 12 in the past 18 months and is expected to continue with a similar level of growth over the next 18 months to meet the new requirements.
- ✓ The firewall policies have also gotten stricter and more complex. In early 2005, the Information Security Operations Center handled an average of 16 firewall changes per month. Today, the same number of people handle an average of 40 changes per week. That represents a ten fold increase in work load. There are weeks where the number of changes exceeds 1000. This trend will continue as the number of firewalls increase, so that by the end of 2008, the Information Security Operations Center expects to process 400 changes a week on average, another 10 fold increase. These change requests come from every Department in the state as well as the eligible political subdivisions running on the MNT.

Incident Response

- ✓ In early 2005, the Information Security Operations Center handled an average of one incident a month. These incidents typically took weeks or months to contain and often involved more than a dozen state agencies. The Information Security Operations Center now handles an average of 5 incidents a week, each contained within hours and often only involving one agency. This increase in efficiency is primarily the result of better training, more efficient processes, and better monitoring. Over the next year, as the Information Security Operations Center takes responsibility for tracking and coordinating response to all cyber security incidents per the policies from HB 06-1157, the number of incidents is expected to increase by a factor of 23. This is based on the number of Departments that will start monitoring their networks for security incidents and reporting to the Information Security Operations Center. DoIT has already seen the gains possible through increased efficiencies and can only handle the increased load by adding more engineers to handle the calls.

Monitoring

- ✓ New state policies require that access to all sensitive data or systems containing sensitive data be logged. The logs must be reviewed regularly, usually on a weekly basis, and retained off-site for a year. DoIT manages several statewide applications and databases with sensitive information including the Human Resource Data Warehouse, COFRS and the Financial Data Warehouse, the new state-wide IT Asset Management Data Warehouse required by the Colorado Cyber Security Program, and the large databases on the mainframe for the Departments of Revenue, Human Services and Labor and Employment. This is new work that the Department must take on to remain compliant and supportive of the other State agencies that use these applications and databases.
- ✓ The new Colorado Cyber Security Program policies also require logging all access and changes to network devices and logging suspicious traffic through firewalls. In early 2005, DoIT monitored 4 devices in the Information Security Operations Center. They now monitor 8 devices and expect to increase that to 30 in the next 10 months. Several Departments have approached DoIT about monitoring their network security devices because of the high skill level required and the increased value of the information when viewed in context with the whole network. Again, DoIT has handled the growth to date through operating efficiencies, but will require additional staff to support any further growth in this area.

Security Architecture Projects

- ✓ In order to maintain a secure data center and statewide network, DoIT must undertake several architectural and infrastructure projects including:
 - Creating secure network enclaves for state Departments that meet all the new cyber security requirements.
 - Enhancing the mainframe security by adding firewalls and network security monitoring devices.
 - Developing a state-wide database of IT systems, system components and configurations that impact others on the network. This database will contain sensitive information that must be protected at the highest level. All agencies must have access to their own data and only their own data.
 - Implementing change tracking and management software, also available to agencies to see their own data. This is a statewide project, not just a DoIT project as DoIT must show agencies how it manages their cyber security risks on the common network and at the data center.
 - Implementing the infrastructure to handle the large volume of logs required under the new Colorado Cyber Security Program. This will double the storage requirements at DoIT outside the mainframe.
 - Creating a statewide ticketing system for cyber security incidents and protecting this system sufficiently to allow the tickets and logs to be used as evidence for law enforcement.
- ✓ While DoIT is partnering with the Governor's Chief Information Security Officer and the Colorado Cyber Security Program to initiate these projects, each project will require ongoing staff support to maintain and will provide cyber security services to all Departments using the statewide network (MNT), the mainframe computer, and the server hosting and housing services at the General Government Computing Center.

During the last 18 months, DoIT has provided the following Information Security Services beyond DPA:

- ✓ Managing security devices for common services such as firewalls and intrusion detection and protection devices;
- ✓ Monitoring the network for security incidents;
- ✓ Statewide cyber security incident response;
- ✓ Managing sensitive information on statewide information technology assets,
- ✓ Designing and implementing projects that systematically increase the information security controls to ensure the state common services meet security regulations and requirements.
- ✓ Security awareness training.

HB 06-1157 initiated mandates that DoIT continue to provide and upgrade these services.

This Decision Item requests funding for the following positions associated with the deployment of the ISOC. As referenced previously, this effort has been accomplished within existing resources for the benefit of the State to date. However, DoIT is no longer able to accomplish its core statewide information technology mission while also supporting the increasing statewide needs associated with cyber-security within existing resources. As such, this request seeks formal authorization and associated spending authority to support the ISOC. The following section identifies the functions to be performed by the requested FTE.

Information Security Engineers (5 positions)

All of these positions perform the following common activities:

- ✓ Monitor the common infrastructure for security and respond to alerts and alarms. Engineers must use diagnosis and troubleshooting skills to interpret data from firewalls, intrusion detection on network and server, system logs and other system surveillance devices in order to identify security incidents.
- ✓ Respond to low and medium severity security incidents. Engineers must determine and implement appropriate corrective action ranging from coordinating efforts of other agencies working independently, to recommending immediate infrastructure changes to protect the state.
- ✓ Make basic configuration changes in several types of security devices including several firewall platforms, intrusion detection devices, access control systems and other security devices.
- ✓ Review engineering requests for security variances for security risk, compliance with security regulation and policy and feasibility.
- ✓ Coordinate the work of other people in other agencies or groups on a project or incident basis.
- ✓ Provide security awareness information to customers through security interactions.
- ✓ Regularly carries a pager for a limited time and responds to after-hours emergencies.

In addition, each of the 8 requested positions provides advanced knowledge and skill as listed below:

Lead Systems Administrator- IT Professional III

- ✓ Senior Incident Response skills capable of coordinating a high severity incident for the ISOC.
- ✓ Senior administrator for Virtual Private Network Devices, advanced knowledge of common statewide IT systems and architecture and administrator for new and emerging systems.
- ✓ Primary Staff authority for VPN (Virtual Private Network), Top Secret (mainframe security application) and Network Security.
- ✓ Senior level coordinator for complex or high risk security engineering requests or projects.
- ✓ Secondary authority and administrator for Top Secret, Cisco firewalls and Sidewinder firewalls.
- ✓ Secondary authority for Voice over IP.

Security Engineer (Firewalls, Intrusion Detection System and Linux servers) – IT Professional II

- ✓ Staff authority for Cisco devices including firewalls, Intrusion Detection and Cisco network monitoring products.
- ✓ Secondary authority for Linux and Sidewinder firewalls.
- ✓ Staff authority for server security (including Windows, Linux and other server OS) and for Linux firewalls.
- ✓ Secondary authority for Access Control Servers and Computer Associates Server Security Tools.

Security Engineer (Top Secret)- IT Professional I

- ✓ Staff authority for Mainframe Top Secret Security Program
- ✓ Primary administrator for managing sensitive information.
- ✓ Back up administrator for web portals and security awareness.

Security Engineer (Network) – IT Professional II

- ✓ Staff Authority for Access Control Servers.
- ✓ Staff Authority for forensic network monitoring.
- ✓ Staff Authority for network discovery, mapping and monitoring tools.
- ✓ Staff Authority for Voice over IP.
- ✓ Secondary authority for risk assessment.

- ✓ Secondary authority and administrator for security logging systems, event correlation software and monitoring consoles.

Security Engineer (Monitoring) – IT Professional II

- ✓ Staff Authority for all forms of log monitoring including administration of system log servers and collectors, event correlation software, configuring alarms and alerts of consoles and administrator for emerging monitoring systems.
- ✓ Primary administrator for Security Portals.
- ✓ Primary administrator for Security Awareness
- ✓ Secondary administrator for managing sensitive information and for access control servers.

Information Security Operations Center Supervisor - IT Professional IV

This position has general expertise in all of the areas listed above and supervises the monitoring and incident response staff. In addition, the ISOC supervisor:

- ✓ Responds to after hours emergencies.
- ✓ Primary staff authority for incident response
- ✓ Primary staff authority for business processes related to monitoring and incident response.
- ✓ Primary staff authority for risk assessment.
- ✓ Primary representative for the DoIT architectural and project change review board.
- ✓ Primary project and customer coordinator.
- ✓ Back up law enforcement liaison.

Information Security Operations Manager, IT Professional V

This position is responsible for managing the entire group and for preparing and implementing the Information Security Plan for the common IT services as required under the new Colorado Information Security Program legislation. This manager also performs any additional duties required including:

- ✓ Information Security Officer for the Common IT Services
- ✓ Incident Response Manager for large incidents
- ✓ Security Communications Officer for large incidents and risks
- ✓ Senior DoIT Manager
- ✓ Primary Law Enforcement Liaison
- ✓ Primary information security representative for the DoIT policy and project change review board.

In addition, based upon the critical level of importance that is associated with the ISOC, the Department has currently assigned the Deputy Director of the Division of Information Technology as the appointing authority for the entire ISOC organization. Funding is not included in the request for an FTE at a commensurate level, as it is assumed that the requested IT Professional IV and IT Professional V (above) will assume managerial duties previously performed by the Deputy Director, and that any additional high level management functions would be able to be absorbed. For reference, in addition to senior management responsibility for the ISOC, the Deputy Director is currently responsible for coordinating with the State's Chief Information Security Officer and with other key work groups within DoIT.

Specific responsibilities currently performed by the Deputy Director of DoIT include:

- ✓ Policy input to the State Information Security Officer for the Common IT Services performed by DPA
- ✓ Policy input for Incident Response incidents within DPA and when incidents effect more than one state agency
- ✓ Planning and strategy for operational functions performed by the ISOC on behalf of the State Information Security Officer.

- ✓ Budget estimating for operational functions performed by the ISOC on behalf of the State Information Security Officer.
- ✓ Overall coordination of DoIT technical operations with the ISOC such as MNT, server housing and mainframe operations at GGCC and security architecture for COFRS, Colorado Payroll and Personnel System, Kronos and other statewide applications supported by DoIT.

DPA Information Security Engineer - IT Professional III

This FTE will implement information security controls (both hardware and software related) to protect the operations and information assets of DPA against unauthorized access, disclosure, use, modification, or destruction. The Department has been working to implement an information technology master security plan for the past two years through the temporary reassignment of existing resources. This plan addresses information (cyber) security at three distinct levels; desktop, server, and network. This multi-layered approach to security has shown to be very effective. The Information Security Engineer will:

- ✓ Manage and monitor DPA firewalls, Internet filters, and remote access controls;
- ✓ Apply secure coding practices to all DPA systems to prevent unauthorized access, intrusion, or modification of code;
- ✓ Routinely audit and test the effectiveness of DPA security controls and complete the master security plan for the department.
- ✓ Manage the Department's efforts in disaster recovery planning, backup and storage, continuity of operations planning, and testing of these plans.

ASSUMPTIONS & CALCULATIONS:

| Computer Services - | Classification: IT Professional I | |
|--------------------------------------|--|------------------|
| | FY 08 | FY 09 |
| <i>Personal Services</i> | | |
| Base Monthly Salary | \$ 3,801 | \$ 3,801 |
| Annualized (X12) | \$ 45,612 | \$ 45,612 |
| PERA (10.15%) | \$ 4,630 | \$ 4,630 |
| Medicare (1.45%) | \$ 661 | \$ 661 |
| SubTotal Personal Services/FTE | \$ 50,903 | \$ 50,903 |
| # of FTE | 1.0 | 1.0 |
| Total Personal Services | \$ 50,903 | \$ 50,903 |
| <i>Operating Expenses</i> | | |
| Office Furniture | \$ 2,021 | |
| Office Supplies (\$500/yr recurring) | \$ 500 | \$ 500 |
| PC & Office Suite Software | \$ 984 | |
| SubTotal Operating/FTE | \$ 3,505 | \$ 500 |
| # of FTE | 1.0 | 1.0 |
| Total Operating Expenses | \$ 3,505 | \$ 500 |
| Total | \$ 54,408 | \$ 51,403 |

Computer Services - Classification: IT Professional II

| | FY 08 | FY 09 |
|--|-------|-------|
|--|-------|-------|

Personal Services

| | | |
|--------------------------------|-----------|-----------|
| Base Monthly Salary | \$ 4,189 | \$ 4,189 |
| Annualized (X12) | \$ 50,268 | \$ 50,268 |
| PERA (10.15%) | \$ 5,102 | \$ 5,102 |
| Medicare (1.45%) | \$ 729 | \$ 729 |
| SubTotal Personal Services/FTE | \$ 56,099 | \$ 56,099 |

| | | |
|----------|-----|-----|
| # of FTE | 3.0 | 3.0 |
|----------|-----|-----|

| | | |
|--------------------------------|-------------------|------------------|
| Total Personal Services | \$ 168,297 | \$168,297 |
|--------------------------------|-------------------|------------------|

Operating Expenses

| | | |
|--------------------------------------|----------|--------|
| Office Furniture | \$ 2,021 | |
| Office Supplies (\$500/yr recurring) | \$ 500 | \$ 500 |
| PC & Office Suite Software | \$ 984 | |
| SubTotal Operating/FTE | \$ 3,505 | \$ 500 |

| | | |
|----------|-----|-----|
| # of FTE | 3.0 | 3.0 |
|----------|-----|-----|

| | | |
|---------------------------------|------------------|-----------------|
| Total Operating Expenses | \$ 10,515 | \$ 1,500 |
|---------------------------------|------------------|-----------------|

| | | |
|--------------|-------------------|------------------|
| Total | \$ 178,812 | \$169,797 |
|--------------|-------------------|------------------|

Computer Services - Classification: IT Professional III

| | FY 08 | FY 09 |
|--|-------|-------|
|--|-------|-------|

Personal Services

| | | |
|--------------------------------|-----------|-----------|
| Base Monthly Salary | \$ 4,618 | \$ 4,618 |
| Annualized (X12) | \$ 55,416 | \$ 55,416 |
| PERA (10.15%) | \$ 5,625 | \$ 5,625 |
| Medicare (1.45%) | \$ 804 | \$ 804 |
| SubTotal Personal Services/FTE | \$ 61,844 | \$ 61,844 |

| | | |
|----------|-----|-----|
| # of FTE | 2.0 | 2.0 |
|----------|-----|-----|

| | | |
|--------------------------------|-------------------|-------------------|
| Total Personal Services | \$ 123,689 | \$ 123,689 |
|--------------------------------|-------------------|-------------------|

Operating Expenses

| | | |
|--------------------------------------|----------|--------|
| Office Furniture | \$ 2,021 | |
| Office Supplies (\$500/yr recurring) | \$ 500 | \$ 500 |
| PC & Office Suite Software | \$ 984 | |
| SubTotal Operating/FTE | \$ 3,505 | \$ 500 |

| | | |
|----------|-----|-----|
| # of FTE | 2.0 | 2.0 |
|----------|-----|-----|

| | | |
|---------------------------------|-----------------|-----------------|
| Total Operating Expenses | \$ 7,010 | \$ 1,000 |
|---------------------------------|-----------------|-----------------|

| | | |
|--------------|-------------------|-------------------|
| Total | \$ 130,699 | \$ 124,689 |
|--------------|-------------------|-------------------|

ASSESSMENT OF AVAILABLE ALTERNATIVES

Alternative #1 (Recommended) - This alternative seeks additional appropriated spending authority for personal services and operating costs associated with 8.0 FTE. This alternative would provide critical additional resources that will allow the Department and DoIT to continue to provide critical security services for the common statewide IT infrastructure. DoIT has been able to initiate these services and accommodate some basic service growth within existing resources, however, the ongoing demands associated with the statewide security environment requires the appropriation of additional resources to allow the Department to continue to facilitate the continued provision of the ISOC for the benefit of all State agencies.

Alternative #2 - Status Quo. Maintaining the status quo would not address the increased workload required to secure the common statewide IT services and infrastructure. While DoIT has been able to address critical priorities through the temporary reassignment of resources to the extent possible, this is not a viable long-term, nor even intermediate strategy. DoIT has identified significant concerns with its ability to continue to generate efficiencies, cost savings, and address service demand absent the requested FTE. This alternative does not address the current security requirements, and ignores the fact that the regulations and requirements are rising in every area of IT related to Information Security. Finally, if the request is not approved, the Department would likely not be able to continue with the temporary reassignment of the current ISOC staff and might be forced to reallocate the current appropriated resources that have been dedicated to this function over the past 18 months to their original assignments.

FUTURE CONSIDERATIONS

Given the rising external threats to citizen and employee confidential data and the increasing regulatory requirements, including the new Colorado legislation, all State agencies will be expanding and enhancing their information security programs. The state could leverage the expertise and manpower developed in the DoIT Information Security Operations Center to provide optional services to small state agencies or those that choose to use this option. The costs associated with these optional services could be recovered through Common Policy or other rates charged to customers each fiscal year. This solution would most likely be more cost-effective than multiple independent programs because of the economies of scale DoIT could leverage from their statewide services. This initiative would likely require additional FTE resources similar to those described above. Quantification of the level of resources is not possible at this time.

This undertaking would allow DoIT to develop and offer managed security services right from the beginning of the statewide Colorado Information Security Program, thereby providing the greatest opportunity to leverage existing skills for all agencies and to minimize the state's costs in developing new security programs.

STATUTORY AND OTHER AUTHORITY

24-30-1601, C.R.S. provides the statutory authorization for the General Government Computing Center.

24-30-901 through 24-30-909 provides the statutory authority for Network Services.

RECOMMENDATION

The Department recommendation is for Alternative #1, which will allow for the efficient and effective deployment of necessary resources (at minimal net cost) to address significant increases in workload associated with statewide cyber-security concerns and initiatives. While DPA believes in managing our appropriated resources in as fiscally responsible a manner as possible, and has done so in the initial deployment of the ISOC for the past 18 months, denial of this request would be extremely detrimental to the Department, DoIT, and customer entities.

The initiative described in "Future Considerations" would allow the State to be most proactive in addressing security needs but is not listed as the preferred alternative because the new statewide security policies have not yet been published, so agencies are not fully aware of the new program needs. When these policies are finalized, the benefits to the state of optional managed security services will be even more apparent.

DRÁ Decision Item
#2

Schedule 6
FY 2007-08 DECISION ITEM REQUEST

Department: Personnel and Administration
 Priority Number: DPA Decision Item #2
 Division: Division of Central Services
 Program: Integrated Document Factory
 Request Title: Realignment of Existing Resources within IDF to Increase Labor Productivity & Achieve Operational Efficiencies

Dept. Approval: *[Signature]*
 OSPB Approval: *[Signature]*
 Statutory Citation: *[Signature]*
 Budget Analyst: Cindy Arcun

Date: November 1, 2006
 Date: *[Signature]*
 Date: *[Signature]*

| Long Bill Line Item | Fund Source | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|--|-------------|------------------------------|--------------------------|---------------------------------|----------------------------------|-------------------------|------------------------------------|-------------------------------|-----------------------------|----------------------------------|---|
| | | Prior-Year Actual FY 2005-06 | Appropriation FY 2006-07 | Supplemental Request FY 2006-07 | Total Revised Request FY 2006-07 | Base Request FY 2007-08 | Decision/Base Reduction FY 2007-08 | November 1 Request FY 2007-08 | Budget Amendment FY 2007-08 | Total Revised Request FY 2007-08 | Change from Base in Out Year FY 2006-09 |
| Total of all line items | Total | \$13,591,114 | \$14,737,343 | \$0 | \$14,737,343 | \$14,737,343 | \$0 | \$14,737,343 | \$0 | \$14,737,343 | \$0 |
| | FTE | 75.2 | 77.70 | 0.0 | 77.70 | 77.70 | 5.00 | 82.70 | 0.0 | 86.00 | 5.00 |
| | GF | 447,785 | 459,521 | 0 | 459,521 | 459,521 | 0 | 459,521 | 0 | 459,521 | 0 |
| | CF | 923,061 | 1,055,234 | 0 | 1,055,234 | 1,055,234 | 0 | 1,055,234 | 0 | 1,055,234 | 0 |
| | CFE | 12,220,298 | 13,222,588 | 0 | 13,222,588 | 13,222,588 | 0 | 13,222,588 | 0 | 13,222,588 | 0 |
| | FF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Executive Office, Leased Space | Total | \$1,159,374 | \$1,189,814 | \$0 | \$1,189,814 | \$1,189,814 | \$203,750 | \$1,393,564 | \$0 | \$1,393,564 | \$304,500 |
| | FTE | | | | | | | | | | |
| | GF | 447,765 | 459,521 | | 459,521 | 459,521 | | 459,521 | | 459,521 | |
| | CF | 15,928 | 16,346 | | 16,346 | 16,346 | | 16,346 | | 16,346 | |
| | CFE | 695,681 | 713,947 | | 713,947 | 713,947 | 203,750 | 917,697 | | 917,697 | 304,500 |
| | FF | | | | | | | | | | |
| Division of Central Services, Reprographics Services, Operating Expenses | Total | \$2,202,283 | \$2,304,752 | \$0 | \$2,304,752 | \$2,304,752 | \$100,000 | \$2,404,752 | \$0 | \$2,404,752 | \$100,000 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | |
| | CF | 292,101 | 305,456 | | 305,456 | 305,456 | | 305,456 | | 305,456 | |
| | CFE | 1,910,182 | 1,999,296 | | 1,999,296 | 1,999,296 | 100,000 | 2,099,296 | | 2,099,296 | 100,000 |
| | FF | | | | | | | | | | |
| Division of Central Services, Document Solutions Group, Personal Services | Total | \$2,674,041 | \$2,433,690 | \$0 | \$2,433,690 | \$2,433,690 | \$40,426 | \$2,474,116 | \$0 | \$2,474,116 | \$40,426 |
| | FTE | 46.7 | 46.7 | | 46.7 | 46.7 | 0.00 | 46.7 | | 46.7 | 0.00 |
| | GF | | | | | | | | | | |
| | CF | | | | | | | | | | |
| | CFE | 2,674,041 | 2,433,690 | | 2,433,690 | 2,433,690 | 40,426 | 2,474,116 | | 2,474,116 | 40,426 |
| | FF | | | | | | | | | | |
| Division of Central Services, Document Solutions Group, Operating Expenses | Total | \$319,750 | \$319,846 | \$0 | \$319,846 | \$319,846 | \$85,000 | \$404,846 | \$0 | \$404,846 | \$85,000 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | |
| | CF | 35,906 | 35,917 | | 35,917 | 35,917 | | 35,917 | | 35,917 | |
| | CFE | 283,844 | 283,929 | | 283,929 | 283,929 | 85,000 | 368,929 | | 368,929 | 85,000 |
| | FF | | | | | | | | | | |
| Division of Central Services, Document Solutions Group, Utilities | Total | \$19,936 | \$31,745 | \$0 | \$31,745 | \$31,745 | \$27,055 | \$58,800 | \$0 | \$58,800 | \$37,255 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | |
| | CF | | | | | | | | | | |
| | CFE | 19,936 | 31,745 | | 31,745 | 31,745 | 27,055 | 58,800 | | 58,800 | 37,255 |
| | FF | | | | | | | | | | |
| Division of Central Services, Mail Services, Personal Services | Total | \$1,189,483 | \$1,127,967 | \$0 | \$1,127,967 | \$1,127,967 | \$84,904 | \$1,212,871 | \$0 | \$1,212,871 | \$84,904 |
| | FTE | 28.5 | 31.0 | | 31.0 | 31.0 | 5.0 | 36.0 | | 36.0 | 5.0 |
| | GF | | | | | | | | | | |
| | CF | | | | | | | | | | |
| | CFE | 1,189,483 | 1,127,967 | | 1,127,967 | 1,127,967 | 84,904 | 1,212,871 | | 1,212,871 | 84,904 |
| | FF | | | | | | | | | | |
| Division of Central Services, Mail Services, Operating Expenses | Total | \$6,026,247 | \$7,329,529 | \$0 | \$7,329,529 | \$7,329,529 | (\$541,135) | \$6,788,394 | \$0 | \$6,788,394 | (\$552,085) |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | |
| | CF | 579,156 | 697,515 | | 697,515 | 697,515 | | 697,515 | | 697,515 | |
| | CFE | 5,447,091 | 6,632,014 | | 6,632,014 | 6,632,014 | (541,135) | 6,090,879 | | 6,090,879 | (552,085) |
| | FF | | | | | | | | | | |

Letter Notations:
 Cash Fund Name/Number: Fund 001
 IT Request: No
 Decision Item Criteria: New Data
 Request for New or Replacement Vehicles: No
 Request Affects Another Department(s): No

Efficiency and Effectiveness Analysis

FY 2007-08 Decision Item

Department: Department of Personnel & Administration

Long Bill Group/Division: Division of Central Services

Program: Integrated Document Factory

Request Title: Realignment of Existing Resources within IDF to Increase Labor Productivity & Achieve Operational Efficiencies

Request Criteria New Data

Priority Number: DPA Decision Item #2

Summary of Request

This Decision Item is a net neutral request that seeks to realign existing appropriations in the Division of Central Services in order to realize operational efficiencies in the Integrated Document Solutions – IDS (Mail Services, Reprographics & the Document Solutions Group). The request also allows for additional FTE associated with increased business operations in IDS.

This request also seeks additional CFE spending authority (still within the cost neutral context of the overall request) to lease an open-ceiling warehouse/production facility at 2 Jetway Court in Pueblo, Colorado to meet current business needs of the Integrated Document Solutions units in Denver and Pueblo. Presently, IDS leases 15,000 square feet of this building. Assuming build-to-suit construction begins by July of 2007, IDS will occupy 30,000 square feet beginning October 2007.

For reference, all of the budgetary adjustments described and requested throughout this Decision Item are summarized in the table below, but are described in greater detail in the request.

| Appropriation/Line Item | CFE Adjustment | New FTE |
|--|-----------------------|----------------|
| Mail Services Operating Expenses | \$(541,135) | |
| Reprographics Operating Expenses | \$100,000 | |
| DSG Operating Expenses (<i>includes custodial expenses for Pueblo lease</i>) | \$85,000 | |
| DSG Personal Services | \$40,426 | |
| Mail Services Personal Services (<i>Increased Business Operations</i>) | \$84,904 | 5.0 |
| Executive Office, Leased Space | \$203,750 | |
| DSG Utilities (<i>Pueblo Leased Space Issue</i>) | \$27,055 | |
| Total Increase/Decrease | \$0 | 5.0 |

Problem or Opportunity Definition

Background

Historically DPA and the Division of Central Services (DCS) have operated the Integrated Document Factory (IDF), which consisted of Reprographics Services (Print Operations), the Document Solutions Group, and Mail Services. These combined units exist to provide high quality, economical, comprehensive in-house printing, and mail services to State, federal and local government agencies, including graphic design, print operations, mail operations, data entry and imaging services. The combined units also manage outsourcing for all of these functions when that best meets customer needs. While these units have always operated with a constant focus on coordination of service offerings and seeking efficiencies where possible, changing technology and evolving business solutions resulted in additional potential efficiencies that could be achieved if the business operations of the three units were consolidated to the extent possible.

In October of 2005 the Division of Central Services combined the operations of the Integrated Document Factory and Document Solutions Group to create Integrated Document Solutions (IDS). This newly combined work unit has operations in Pueblo and Denver and is able to serve State agencies, institutions of higher education and municipalities statewide. The program also manages the rental of low volume office copiers to state agencies. Customer requirements include: quality work, rapid turnaround time, discounted postage, advance technology services and "one stop shopping". IDS was structured so that these related functions could truly be viewed by the customers as an integrated set of services.

Efficiencies resulting from operational restructuring and budgetary impact

In recent years the Department has noted several trends that have impacted the operations of IDS. The continued industry transition toward digital printing, the increase in customer demand for special mail stops and on-demand mail delivery, and efficiencies realized and savings generated as a result of leveraging the lower labor costs in Pueblo for certain mail services production workload are only a few of the benefits that led to the restructuring of IDS, and that result in the need for this request.

The three individual work units all have their own discrete personal services and operating appropriations and this request does not seek to collapse these work units budgetarily into one program. However, the recent consolidation, along with an analysis of historical factors related to the cost of production have made it evident that a net neutral realignment of existing personal services and operating appropriations within the three work units (Reprographics, Mail Services and the Document Solutions Group) is a necessity to allow for services to be fully provisioned at appropriate levels without the need to burden both the Executive and Legislative branches of State government with frequent technical and emergency supplemental requests for spending authority. For example the Document Solutions Group (and Reprographics) is annually required to manage with an operating appropriation that is typically insufficient for its needs while Mail Services has an operating appropriation that appears to be sufficient for its operational needs, allows room for contingencies (including anticipated postage increases) and additional projects not known or anticipated prior to the beginning of the fiscal year, and still appears to contain excess spending authority that could more efficiently be utilized in the Document Solutions Group and Reprographics as requested.

This portion of the request seeks a budget neutral adjustment that would reduce appropriated cash funds exempt spending authority in the Mail Services Operating Expenses line item by \$185,000 with commensurate increases of \$100,000 in Reprographics Operating Expenses and \$85,000 in Document Solutions Group (DSG) Operating Expenses. Of the \$85,000 to be moved to DSG Operating, note that approximately \$30,000 - \$35,000 is related to custodial costs associated with the Pueblo Leased Space expansion as described later in this request.

Increased Business Operations – Mail Services – Denver and Pueblo

As discussed in the portion of this request that addresses Leased Space Expansion in Pueblo, increased business necessitates the addition of four new drivers to serve the IDS-Pueblo/IDS-Denver route, which has recently expanded to include approximately a dozen new stops. As a result of the increase in business operations, five additional FTE in total (four drivers and one materials handler) and associated personal services costs would be required in the Mail Services Personal Services line item. Of note, Mail Services is already spending an estimated \$45,384 for two temporary drivers from their existing personal services appropriation. This amount should be considered as an offset to the costs identified below for the five new permanent State FTE requested for Mail Services.

The table below identifies the additional spending authority required to address increased business operations. As mentioned throughout the request, the nearly \$85,000 need calculated in the table below for this component of the request is a budget neutral adjustment, and the spending authority requested should be reduced from the Mail Services Operating continuation appropriated spending authority.

Table 1 - Mail Services FTE Needed to Meet Increased Business Operations

| Job Classification | Annual Salary | FTE | Total Salaries | New PERA Medicare AED/SAED | Total Spending Authority increase |
|-----------------------------------|---------------|------------|------------------|----------------------------|-----------------------------------|
| Equipment Operator I (Driver) | \$ 22,692 | 4.0 | \$ 90,768 | \$ 11,845 | \$ 102,613 |
| Materials Handler I * | \$ 24,480 | 1.0 | \$ 24,480 | \$ 3,195 | \$ 27,675 |
| Offset for Current Temp Drivers** | | | \$ (45,384) | | \$ (45,384) |
| TOTAL for Decision Item | | 5.0 | \$ 69,864 | \$ 15,040 | \$ 84,904 |

In addition, in order to address historic shortfalls in Document Solutions Group (DSG) base personal services, this portion of the request includes an additional budget neutral adjustment to permanently move \$40,426 of cash funds exempt spending authority from the Mail Services Operating Expenses line item to the DSG personal services line item to further address business operational needs and generate efficiencies in mail processing.

Private Leased Space in Pueblo

Integrated Document Solutions- Pueblo (formerly known as the Document Solutions Group) is a functional unit of the Division of Central Services that provides electronic document conversion, data manipulation, document preservation and content management services for numerous State agencies and counties, including micrographic, data entry, digital imaging, optical character recognition, on-line forms development and indexing for database retrieval. By utilizing the high-speed network access capabilities of the Multi-Use Network (MNT), the DSG on-line services are able to connect to any database, given the proper authorization.

Based on recent business assimilations with the Integrated Document Solutions-Denver branch (formerly known as Integrated Document Factory), technological advances and cost efficiencies, much of the mail services and delivery functions of IDS-Denver have been moved to IDS-Pueblo. This is the primary reason for this component of the request which seeks a transfer of appropriated spending authority out of the IDS-Denver Mail Services Operating Expenses line item to facilitate private leased space expansion for IDS-Pueblo (known as Document Solutions Group in the Long Bill). This spending authority should be applied to the Executive Office, Leased Space line item, along with other private leased space obligations in DPA.

Increasingly, State agencies are using the Document Solutions Group for the low-cost, high-quality services it provides. For example, in FY 2004-05 Integrated Document Solutions Group began contracting with the Department of Revenue to microfilm income tax filings and provide exhaustive data entry and management system assistance for the State's CBMS project. As of FY 05-06, income tax work alone has increased IDS-Pueblo's workload by over 7,500,000 documents per year. Similarly, ongoing CBMS mailings totaled 4 million+ letters and 500,000 flats in FY 05-06.

Over the years, IDS-Pueblo has had to remodel or rearrange spaces to accommodate ever-changing requirements of the business, resulting in inefficient space configuration in many areas. Because of growth in the past two years, and the even larger growth projected for document solutions, IDS-Pueblo must consider a consolidation of spaces and plan for efficiencies in order to meet DPA's

mission statement, as well as its own. Concerns with the current leased space arrangement are discussed in the table below. Current lease agreements are outlined in the “Additional Background Information” section immediately following this discussion.

Problems and Concerns with the Present Leased Space Arrangements

| | | |
|----------|-----------------------------|--|
| 1 | Safety and Security | <p>Employees are at daily risk of injury in the current facilities. Due to the lack of loading docks pallets of material are loaded and off-loaded on city streets and sidewalks, and moved over uneven and carpeted surfaces. In the absence of hydraulic lifts, employees routinely lift large, heavy tubs of materials without the aid of roller-platforms or lifting devices. The Court Street building’s sole small passenger elevator substitutes as a freight elevator. Moreover, this single passenger elevator is located in the lobby/reception area of the Pueblo District Attorney’s central offices! High levels of dust and paper waste are generated in the document preparatory area. Additional ventilation and a cleaner environment is needed for workers in the “Prep Unit.”</p> <p>Sharing space with other tenants also makes it difficult to ensure security and confidentiality of sensitive documents such as those containing personal health, income and criminal status. Oftentimes, IDS personnel enter the building through the fire escape so as not to disturb the DA.</p> |
| 2 | Overcrowding | The facilities currently do not serve well as staging areas for storing, handling, sorting, prepping, etc., high volumes of materials. This makes production times less efficient than need be and increases safety concerns for staff. |
| 3 | Business Projections | <p>Conservative annual business growth estimates suggest that space requirements could easily double in ten years. As the unit becomes more prominent in the Southern region of the State, it is highly probable that IDS will undertake additional mail processing and data entry/storage projects for colleges, cities and other State agencies in the vicinity of Pueblo/Colorado Springs. IDS will also have the capacity to serve as a back-up disaster recovery site. Already IDS has added 15 additional stops to its Southern mail delivery route, now serving agencies and local governments in the cities of Pueblo, Colorado Springs, Canon City, Walsenburg, San Carlos, Limon, Buena Vista and Rocky Ford. This is temporarily being handled with temporary drivers.</p> <p>In the near term, digital printing services will be added to the Pueblo operation as soon as space is available to install a larger copy machine. Paper stock and supplies storage will also be needed to support these print services.</p> |
| 4 | Storage Capacity | Already IDS-Denver uses IDS-Pueblo for short and long-term storage of overflow materials and equipment. In November 2005 an additional 10,000 square feet of warehouse space was leased on Main Street. IDS estimates that this space would have been filled to capacity within a year. (Note, due to flooding in July 2006, this facility had to be evacuated immediately.) |
| 5 | Consolidation | Inherent inefficiencies arise in production, space utilization, staffing and supervision/administration since the operation is located in two separate buildings that are not adjacent to each other. |
| 6 | Cost Effective | Costs of doing business are considerably lower in Pueblo than the Denver-metro area. IDS-Denver already operates a daily courier service between Pueblo and Denver (with stops in Canon City and Colorado Springs along the way) to take advantage of the cost competitiveness of the Pueblo leasing and labor markets for much of IDS’ storage and production needs. |
| 7 | Subsidies | The City of Pueblo and the Economic Development Council (PEDCO) are committed to extending subsidies of excellent facilities with lease/purchase arrangements to IDS-Pueblo in exchange for economic growth, longevity and sustained employment levels in the city. IDS is unaware of similar opportunities that might exist for its operations in the Denver-metro area. |
| 8 | Synchronization | Consolidation in one building would also allow the State to synchronize its lease arrangements. As noted below, portions of the arrangement at Court Street expire in September 2007 while others are in effect through June of 2009. |

Due to flooding at the Main Street warehouse in July 2006, it was imperative to transfer IDS-Pueblo operations as quickly as possible to a suitable location. Following the flood, the Department leased 15,000 square feet at 2 Jetway Court and has been exploring lease expansion options with the Pueblo Economic Development Corporation (PEDCO) to meet current and anticipated future business needs. The following advantages are noted for the warehouse/production facility at 2 Jetway Court.

Benefits and Advantages of the Proposed Facility at 2 Jetway Court

| | | |
|---|-----------------------------|---|
| 1 | Safety and Security | A loading dock has been constructed to more safely and effectively load and unload materials. The facility will be wholly occupied by IDS. Thus, document security and confidentiality concerns can more easily be addressed. |
| 2 | Overcrowding | Presently, IDS leases 15,000 square feet. Walls may be removed to readily accommodate expansion; the planned build-out will result in about 30,000 square feet. The build-out has been designed to facilitate, staging, storage, handling, sorting and prepping high volumes of documents. The build-out can ensure that storage, staging areas, etc., are located to most efficiently enhance workflow and production. |
| 3 | Business Projections | Since walls are designed for easy removal, the Jetway facility can accommodate increased workload as needed. As production volumes increase, costs per unit charged to all agencies (and other customers) decrease. Thus, the IDS expansion will benefit all agencies, statewide. |
| 4 | Storage Capacity | Ample storage space exists at the large, Jetway facility. |
| 5 | Consolidation | The move to Jetway would allow for consolidation of all phases of production which are currently widely separated geographically in a very inefficient arrangement. Other office buildings are available nearby on Jetway. Pueblo County plans for a new road to open in the next year allowing direct access to I-25. In the future, several state agencies which already have a presence in the Pueblo will be encouraged to consolidate there, forming a State Complex in the Southern Region. |
| 6 | Cost Effective | Costs of doing business are considerably lower in Pueblo than the Denver-metro area. Further expansion of the Pueblo operation is a cost-effective solution for the State. |
| 7 | Subsidies | The City of Pueblo and the Economic Development Council (PEDCO) are committed to extending subsidies of excellent facilities with lease/purchase arrangements to IDS-Pueblo in exchange for economic growth, longevity and sustained employment levels in the city. |
| 8 | Synchronization | Consolidation in one building would also allow the State to synchronize its lease arrangements. |

Additional Background Information

The following table summarizes the leased space history for the IDS-Pueblo (formerly known as Document Solutions Group). Costs per square foot are as of FY 06-07.

IDS-Pueblo Lease Agreements

| Location | Square Feet | Cost/Sq. Ft. | Lease Period |
|------------|--------------|--------------|---------------------------|
| Court St. | 5,859 | FREE* | 10/01/1997 – 09/30/2007 |
| Court St. | 3,500 | \$9.26 | 04/01/2004 – 06/30/2009 |
| Main St. | 10,000 | \$6.00 | 11/01/2005 - 05/30/2006 |
| Main St. | 10,000 | \$8.50 | 06/01/2006 – 08/31/2006** |
| Jetway Ct. | 15,000 + *** | \$5.00 | 08/01/2006 – 06/30/2007 |

* This space is subsidized by the City of Pueblo.

**This lease was terminated in early July, prior to the end of the lease, after flash flooding extensively damaged the building.

***The build-out of this space will result in a facility of about 30,000 square feet.

Current Assumptions

Continue to lease space at 2 Jetway Court.

The Department estimates that approval to enter into a long-term lease (length to be determined) will be granted in early 2007. This will permit the owner of the facility, the Pueblo Economic Development Corporation (PEDCO) to arrange for the build-out of the facility to the Department’s specifications. Assuming construction begins by July 2007, the facility should be ready for full operations by October 2007. Note that current business/production operations will not be affected during the build-out phase.

In addition to leased space, funding is also requested for the following:

- associated higher utilities costs for this larger facility,
- increased costs for custodial services for this larger facility,

At the time of submission of this Decision Item to the OSPB, the detail above and below represents the most current scenario, including relevant assumptions and calculations. While the Department has explored alternatives with the City of Pueblo and PEDCO, the Department has not begun formal negotiations to lease the facility at 2 Jetway Court. However, it is important to note that the City is committed to continue to subsidize lease costs in return for stable employment in Pueblo. Due to the flooding emergency at the Main Street warehouse, it was necessary to transfer IDS-Pueblo operations as quickly as possible to a suitable location. This alternative would extend the lease negotiated as a result of the referenced emergency, and would provide the most effective leased space solution to facilitate current business needs of Integrated Document Solutions.

Calculations: Estimates for lease costs will be revised after further discussions with architects, construction contractors and the City of Pueblo.

Estimated FY 07-08 Lease Costs

| | Square Feet | Cost / Sq. Ft. | Annual Lease Costs |
|---|-------------|----------------|--------------------|
| Estimated Lease Costs at Jetway During Buildout Phase (July 2007 – September 2007) | 15,000 | \$5.00* | \$18,750 |
| Estimated Lease Costs at Jetway after Buildout Completed (October 2007 – June 2008) | 30,000 | \$10.00** | \$225,000 |
| Estimated Offset-Continued Subsidy from City | | | (\$40,000)*** |
| Net Transfer/ Appropriation Requested**** | | | \$203,750 |

* At this time, it is unclear that negotiated lease rates beyond FY 06-07 would remain at the rate of \$5.00 per square foot

** The Department estimates the cost of the lease will be \$10.00 per square foot beginning in October 2007, escalating for inflation each October thereafter. This price has not been discussed or negotiated in anyway and is subject to change.

*** The City of Pueblo has expressed an interest in ongoing lease subsidization, as in the arrangement at Court Street, provided the State continues to provide stable employment opportunities for the city.

**** While the net transfer out of IDS Mail Services Operating to the Leased Space line will be \$203,750, the increased costs to the State will actually only be \$128,750 since the Mail Services Operating line is already covering the \$75,000 in lease costs for this facility in FY 06-07.

Estimated FY 08-09 Lease Costs

| | Square Feet | Cost / Sq. Ft. | Annual Lease Costs |
|--|-------------|----------------|--------------------|
| Estimated Lease Costs at Jetway (July 2008 – September 2008) | 30,000 | \$10.00 | \$75,000 |
| Estimated Lease Costs at Jetway (October 2008–June 2009) | 30,000 | \$10.20* | \$229,500 |
| Estimated Offset-Continued Subsidy from City | | | (\$40,000)** |
| Net Transfer/ Appropriation Requested*** | | | \$304,500 |

* This assumes a lease rate escalator of 2.0% per year.

** The City of Pueblo has expressed an interest in ongoing lease subsidization, as in the arrangement at Court Street, provided the State continues to provide stable employment opportunities for the city.

*** While the net transfer out of IDS Mail Services Operating to the Leased Space line will be \$304,500 the increased costs to the State will actually only be \$229,500 since the Mail Services Operating line is already covering the \$75,000 in lease costs for this facility in FY 06-07.

Estimated FY 07-08 Utility Costs

| | Square Feet | Cost / Sq. Ft. | Annual Utility Costs |
|--|-------------|----------------|----------------------|
| Estimated Utility Costs at Jetway During Buildout Phase (July 2007 – September 2007) | 15,000 | \$2.24 | \$8,400 |
| Estimated Utility Costs at Jetway After Buildout Complete (October 2007 – June 2008) | 30,000 | \$2.24 | \$50,400 |
| Current Utility Appropriation Offset | | | (\$31,745) |
| Net Increased Appropriation Requested | | | \$27,055 |

In FY 05-06 at the Court Street building \$19,936 was paid in utilities. This calculates to \$2.13 per square foot. (Calculation: $\$19,936 / 9,359 \text{ sq. ft.} = \2.13 per sq. ft.) Assuming utility rates increase, on average, 2.5% per year, an accepted industry standard, utility costs in FY 07-08 are projected to be \$2.24 per square foot.

Estimated FY 08-09 Utility Costs

| | Square Feet | Cost / Sq. Ft. | Annual Utility Costs |
|--|-------------|----------------|----------------------|
| Estimated Utility Costs at Jetway | 30,000 | \$2.30 | \$69,000 |
| Current Utility Appropriation Offset | | | (\$31,745) |
| Net Increased Appropriation Requested | | | \$37,255 |

In FY 05-06 at the Court Street building \$19,936 was paid in utilities. This calculates to \$2.13 per square foot. (Calculation: $\$19,936 / 9,359 \text{ sq. ft.} = \2.13 per sq. ft.) Assuming utility rates increase, on average, 2.5% per year, an accepted industry standard, utility costs in FY 07-08 are projected to be \$2.24 per square foot. This figure, then inflated by 2.5% results in estimated utility costs of FY 08-09 \$2.30 per square foot.

Estimated FY 07-08 Custodial Costs

| | Square Feet | Cost / Sq. Ft. | Annual Custodial Costs |
|--|-------------|----------------|------------------------|
| Estimated Custodial Costs at Jetway Before Buildout (July 2007 – September 2007) | 15,000 | \$1.63 | \$6,113 |
| Estimated Custodial Costs at Jetway After Buildout Complete (October 2007 – June 2008) | 30,000 | \$1.63 | \$36,675 |
| Current Custodial Services and Supplies Offset | | | (\$15,256) |
| Net Increased Appropriation Requested | | | \$27,532 |

In FY 05-06 at the Court Street building \$15,256 was paid in custodial services and supplies. This calculates to \$1.63 per square foot. (Calculation: $\$15,256 / 9,359 \text{ sq. ft.} = \1.63 per sq. ft.)

Estimated FY 08-09 Custodial Costs

| | Square Feet | Cost / Sq. Ft. | Annual Custodial Costs |
|--|-------------|----------------|------------------------|
| Estimated Utility Costs at Jetway | 30,000 | \$1.63 | \$48,900 |
| Current Custodial Services & Supplies Offset | | | (\$15,256) |
| Net Increased Appropriation Requested | | | \$33,644 |

As summarized in the tables above, the Pueblo leased space needs identified in this request will require a “transfer” of \$203,750 in FY 2007-08 (and \$304,500 in FY 2008-09) from the Mail Services Operating Expenses line item to the Executive Director’s Office, Leased Space line item.

Further, the “utility costs” will include additional estimated charges above the current base appropriation of \$31,745. The additional need for this component is calculated at \$27,055 for FY 2007-08 (and \$37,255 for FY 2008-09), which would need to be reduced from Mail Services Operating Expenses and applied to the existing DSG Utilities line item for the sake of budget neutrality.

Finally, there are additional custodial costs estimated (with tables included) in this section of the request. These amounts were addressed in the first component of the request and are included in the requested realignment of \$185,000 of spending authority from Mail Services Operating to Reprographics Operating Expenses (\$100,000) and Document Solutions Group (DSG) Operating Expenses (\$85,000).

Available Alternatives

Alternative #1 –

This alternative would allow the Department and the Division of Central Services with a more appropriate level of resources by work unit to address existing workload and operational issues without requiring the appropriation of new dollars. All of the requested spending authority increases contained within this request are designated as cash funds exempt, whether they are associated with personal services, operating expenses, leased space, or utilities. In addition, all requested spending authority increases are offset by commensurate reductions in Mail Services Operating Expenses, making this truly a cost neutral/budget neutral request.

Table 1 on page 5 of the request, titled “Mail Services FTE needed to support increased business operations”, displays the calculations associated with the requested increase of 5.0 FTE to meet expanded business operations in Mail Services as it relates to IDS-Denver. Again, there is an offset included, as an estimate of \$45,384 is already being paid for two temporary drivers from the existing Mail Services personal services appropriation.

Finally, the spending authority necessary to address the Pueblo leased space issue not only satisfies an operational and business need, it is also cost neutral/budget neutral, consistent with the other components of the request

Alternative #2 –

Alternative #2 would maintain the status quo, which would result in the continuation of underfunding for reprographic and data entry and imaging operations even though there is significant growth in statewide demand for these services. The continued expansion of these services into the Pueblo area along with increased mail delivery requirements out of the Pueblo hub are going to increase the current inequities in funding levels between the three units. This would likely require the Department to regularly submit technical and/or emergency supplementals for additional spending authority on a regular basis, which would unnecessarily burden the Executive Branch, the General Assembly, and the Joint Budget Committee. In addition, this Alternative limits further opportunities to achieve efficiencies and address needs driven by increased business operations, which in turn limits potential cost savings to State agencies who rely on IDS for many of their business needs. If increased spending authority is not allowed to match growing business demands, IDS would have to consider outsourcing work projects over the spending authority limit, which would be more costly for State agencies and other customers.

Alternative #3 –

In addition to net neutral adjustments to operating appropriations within IDS outlined in Alternative #1, this alternative seeks to move \$40,426 of CFE spending authority (referenced in the summary chart for Alternative #1) from the Mail Services Operating Expenses line item to the Document Solutions Group Personal Services. The primary objective of this component of the request is to allow for the program to utilize and fund 13.25 additional State FTE in the Document Solutions Group, rather than more costly and less efficient temporary services which have been utilized historically. (Refer to Attachment A for further detail.)

Integrated Document Solutions-Pueblo (the Document Solutions Group) currently contracts with six separate temporary employment agencies to supply staff for performing various elements of the document conversion process. Some of these tasks, such as envelope stuffing and preparing documents for further processing, require minimal training and skill. However, other projects are more complex and require extensive instruction in data entry systems and a significant amount of hands-on training before actual work can commence. Moreover, the nature of the work requires employees to quickly, accurately, securely and confidentially handle sensitive information. Many of IDS customers also require background checks and substance abuse testing of potential employees. For these ongoing complex projects, IDS requests authority to create 13.25 permanent State FTE positions. The stability of long-term FTE will increase business operations efficiency and eliminate constant retraining of new personnel. Also, in the long-run, limiting reliance on temporary agency services may prove to be more cost-effective as fees paid for these services over the past ten years have increased by approximately 5.5% annually, which is well beyond the rate of increases in State wages allowed under the annual salary survey.

The following table outlines some of the projects IDS-Pueblo has been contracted for, along with the nature of the work involved. Temporary workers hired from temporary agencies currently staff these projects.

| Customer | Project |
|---|---|
| Department of Revenue | <p>Business Taxes—Projects must be completed the day they are received. Workload doubles the third week of each month and at the end of each quarter. Volumes virtually triple at year-end. Business tax procedures are very complicated with over thirty types of documents processed by IDS.</p> <p>Income Taxes—Several document types exist. A different conversion process exists for each document type. Procedures for the various income tax document types average about twenty written pages each. Tight deadlines must be met; if not taxpayers are entitled to penalty and interest payments on returns processed late. The training period for income tax document conversion can take up to five months. While the peak season for document processing is January through June, the work continues year-round for amended returns, estimated payments, etc.</p> <p>Division of Motor Vehicle—Work occurs daily throughout the year. (All of this work involves access to sensitive information including SSN, name, birthdates, addresses, etc. which is much more difficult to secure with different temporary employees constantly in and out of the work force.)</p> |
| Department of Public Health and Environment | <p>Document projects include: out-of-state death and birth certificates, home births, fetal deaths, amended deaths and induced termination of pregnancy. Staff must learn complex data entry systems, such as Access, data entry software, on-line data entry software and the electronic software system for birth certificates, to complete these projects. Training on these systems is extensive and thorough, and there is a high level of sensitivity for much of this information.</p> |
| Colorado Benefits Management System (CBMS) | <p>The Colorado Benefits Management System is extremely difficult to master. For the past two years IDS has been training a select group, including temporary workers, as part of its commitment to providing high-quality data entry and processing services for its customers. Workers must also be certified compliant with HIPAA regulations for viewing, storing, transporting and disposing of personal health information in a secure, confidential manner. (Again, there are very high security and sensitivity requirements with much of this data which could be more readily safeguarded with permanent employees.)</p> |
| Colorado Bureau of Investigations (CBI) | <p>Identification Unit—These positions must view the Colorado Criminal History in the Colorado Crime Information Computer and compare it to the electronically archived arrest card, add additional names, dates of birth, arrests, modify existing charges if they are inaccurate, add a date of arrest to the main archive screen, and then modify the State identification record to show that the information contained is complete. These positions must pass background checks and drug tests. The testing process for this position is quite rigorous. The information processed is highly confidential.</p> |

| | |
|-----------------------|---|
| | Automated Fingerprint Identification System—Before the State identification is marked as complete in the process outlined above, these fingerprint technicians will check criminal and civil offense fingerprints cards against the identification system. These positions must pass background checks and drug tests. The testing process for this position is difficult. Data is highly confidential. |
| Colorado State Patrol | The database for truckers is updated for truckers given traffic citations. Training for this position is extensive. If a temporary person assigned to this position were to leave unexpectedly, it would be difficult to replace in a timely manner. |

Assessment of Alternatives

Alternative #1 – Preferred Alternative

Alternative #1 provides for the most equitable allocation and utilization of State resources to satisfy business needs in IDS, absent the need for additional appropriated dollars. As a result, it is the preferred alternative.

Alternative #2-- Do Nothing

Alternative 2 is not recommended, as it would ignore a historically inequitable allocation, and would not address evolving statewide business needs, nor the operational reorganization efficiencies of IDS.

Alternative #3—Same as Alternative #1 Plus a Conversion of Specified Temporary Positions to State FTE

As displayed in Attachment A, and as described within the description for Alternative #3 above, IDS-Pueblo currently contracts with temporary agencies for 23 people hired for the critical project areas noted in the table found in the text for Alternative #3. These temporary workers are expected to work an estimated 27,609 hours annually. This equates to roughly 13 FTE. Should this request be approved, it is the intent of IDS-Pueblo to go through the HR processes (open- competitive) necessary to fill 13 positions at the classification of Data Entry Operator I, with anticipated hire date of July 1, 2007. The net cost increases associated with this transition from temporary to State FTE are minimal, since the temporary agencies' services are already paid for from existing appropriations in the DSG Personal Services line item. **Note that the cost of this Alternative #3 is identical to that of Alternative #1. The \$40,426 allotted for DSG Personal Services under Alternative #1 will merely be used for permanent State employees, rather than temporary workers, under this Alternative #3 scenario.**

Recommendation

As outlined above, for multiple practical purposes, including the budget neutral nature of the request and the anticipated operational efficiencies, the Department's recommends Alternative #1.

Attachment A

Attachment A
Analysis of Temporary and Permanent Staff

| Assuming Status Quo | | | | | |
|---------------------|--------------------------------|----------------------------------|--------------------------|---|--|
| Project | Temporary Agency Employee Wage | Average Temporary Agency Payment | Anticipated Hours Worked | Estimated Temporary Agency Payments in FY 06-07 | |
| data entry | \$ 8.50 | \$ 11.74 | 1,463.50 | \$ 17,181 | |
| data entry | \$ 8.50 | \$ 11.74 | 1,488.00 | \$ 17,469 | |
| data entry | \$ 8.50 | \$ 11.74 | 830.75 | \$ 9,753 | |
| data entry | \$ 8.50 | \$ 11.74 | 1,643.25 | \$ 19,292 | |
| data entry | \$ 8.00 | \$ 11.74 | 1,504.50 | \$ 17,663 | |
| data entry | \$ 8.50 | \$ 11.74 | 1,670.25 | \$ 19,609 | |
| data entry | \$ 8.50 | \$ 11.74 | 1,468.25 | \$ 17,237 | |
| CBMS data entry | \$ 10.00 | \$ 11.74 | 1,882.25 | \$ 22,098 | |
| data entry | \$ 8.50 | \$ 11.74 | 799.25 | \$ 9,383 | |
| data entry | \$ 8.50 | \$ 11.74 | 348.00 | \$ 4,086 | |
| CBMS data entry | \$ 9.50 | \$ 11.74 | 848.00 | \$ 9,956 | |
| CBMS data entry | \$ 10.00 | \$ 11.74 | 1,729.25 | \$ 20,301 | |
| CBMS data entry | \$ 8.50 | \$ 11.74 | 350.00 | \$ 4,109 | |
| CBMS data entry | \$ 9.00 | \$ 11.74 | 1,182.25 | \$ 13,880 | |
| CBMS data entry | \$ 8.50 | \$ 11.74 | 925.50 | \$ 10,865 | |
| CBMS data entry | \$ 9.50 | \$ 11.74 | 1,372.25 | \$ 16,110 | |
| CBI Identification | \$ 10.50 | \$ 11.74 | 1,038.00 | \$ 12,186 | |
| CBI Identification | \$ 10.75 | \$ 11.74 | 1,038.00 | \$ 12,186 | |
| CBI Identification | \$ 10.50 | \$ 11.74 | 1,038.00 | \$ 12,186 | |
| CBI Identification | \$ 10.50 | \$ 11.74 | 1,038.00 | \$ 12,186 | |
| CBI Identification | \$ 10.60 | \$ 11.74 | 1,613.50 | \$ 18,942 | |
| CBI Fingerprint | \$ 9.00 | \$ 11.74 | 1,038.00 | \$ 12,186 | |
| State Patrol | \$ 10.60 | \$ 11.74 | 1,300.00 | \$ 15,262 | |
| | | | 27,608.75 | \$ 324,127 | |

| Assuming Permanent FTE | | | | | | |
|--------------------------|--|------------------------|--------------------------|---|--------------|------------------------|
| State Job Classification | Permanent or Seasonal FTE Wage incl PERA/Medic | Average Agency Payment | Anticipated Hours Worked | Total Estimated Wage Costs Per Employee | FTE | Net Decision Item Cost |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,463.50 | \$ 19,324.41 | 0.70 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,488.00 | \$ 19,647.91 | 0.72 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 830.75 | \$ 10,969.42 | 0.40 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,643.25 | \$ 21,697.87 | 0.79 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,504.50 | \$ 19,865.78 | 0.72 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,670.25 | \$ 22,054.38 | 0.80 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,468.25 | \$ 19,387.13 | 0.71 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,882.25 | \$ 24,853.68 | 0.90 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 799.25 | \$ 10,553.49 | 0.38 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 348.00 | \$ 4,595.08 | 0.17 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 848.00 | \$ 11,197.20 | 0.41 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,729.25 | \$ 22,833.43 | 0.83 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 350.00 | \$ 4,621.48 | 0.17 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,182.25 | \$ 15,610.71 | 0.57 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 925.50 | \$ 12,220.52 | 0.44 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,372.25 | \$ 18,119.52 | 0.66 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,038.00 | \$ 13,706.00 | 0.50 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,038.00 | \$ 13,706.00 | 0.50 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,038.00 | \$ 13,706.00 | 0.50 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,038.00 | \$ 13,706.00 | 0.50 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,613.50 | \$ 21,305.04 | 0.78 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,038.00 | \$ 13,706.00 | 0.50 | |
| Data Entry Oper. I | \$ 13.20 | \$ 11.74 | 1,300.00 | \$ 17,165.51 | 0.63 | |
| | | | 27,608.75 | \$ 364,553 | 13.27 | \$ 40,426 |

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**DPA Decision Item
#3**

**Schedule 6
FY 2007-08 DECISION ITEM REQUEST**

Department: Personnel and Administration
 Priority Number: DPA Decision Item #3
 Division: Division of Information Technology
 Program: Information & Archival Records
 Request Title: Preservation of Archival Records

Dept. Approval: [Signature]
 OSPB Approval: [Signature]
 Statutory Citation:
 Budget Analyst: Robb Fuller

Date: November 1, 2006
 Date: 11/1/06
 Date: 11/1/06

| Long Bill Line Item | Fund Source | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|-------------|------------------------------|--------------------------|---------------------------------|----------------------------------|-------------------------|------------------------------------|-------------------------------|-----------------------------|----------------------------------|---|
| | | Prior-Year Actual FY 2005-06 | Appropriation FY 2006-07 | Supplemental Request FY 2006-07 | Total Revised Request FY 2006-07 | Base Request FY 2007-08 | Decision/Base Reduction FY 2007-08 | November 1 Request FY 2007-08 | Budget Amendment FY 2007-08 | Total Revised Request FY 2007-08 | Change from Base in Out Year FY 2008-09 |
| Total of all line items | Total | \$56,723 | \$56,974 | \$0 | \$56,974 | \$56,974 | \$200,000 | \$256,974 | \$0 | \$256,974 | \$0 |
| | FTE | 0.0 | 0.00 | 0.0 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0 | 0.00 | 0.00 |
| | GF | 56,723 | 56,974 | 0 | 56,974 | 56,974 | 200,000 | 256,974 | 0 | 256,974 | 0 |
| | CF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | CFE | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | FF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Division of Information Technology, Information & Archival Services, Operating Expenses | Total | \$56,723 | \$56,974 | \$0 | \$56,974 | \$56,974 | \$200,000 | \$256,974 | \$0 | \$256,974 | \$0 |
| | FTE | | | | | | | | | | |
| | GF | 56,723 | 56,974 | | 56,974 | 56,974 | 200,000 | 256,974 | | 256,974 | |
| | CF | | | | | | | | | | |
| | CFE | | | | | | | | | | |
| | FF | | | | | | | | | | |

Letter Notations:
 Cash Fund Name/Number:
 IT Request: No
 Decision Item Criteria: New Data
 Request for New or Replacement Vehicles: No
 Request Affects Another Department(s): No

FY 2007-08 Decision Item

Efficiency and Effectiveness Analysis

Department: Department of Personnel & Administration

Long Bill Group/Division: Division of Information Technology

Program: Information and Archival Services

Request Title: Preservation of Archival Records

Request Criteria New Data

Priority Number: DPA Decision Item #3

Summary of Request

This Decision Item seeks an additional \$200,000 of General Fund in FY 2007-08 (which is the first phase of a multi-phase project) in the Division of Information Technology (DoIT), Information and Archival Records, Operating Expenses line item for the preservation of the audio recordings of historical legislative hearings and floor debates. These recordings, in many cases, may be the only true documentation of the General Assembly's legislative intent on certain issues spanning more than three decades. This issue has been previously identified by the Department as a concern in last year's budget cycle both during the Department's JBC briefing and in the DoIT Program Crosswalks, and continues to be an issue. As referenced above, the funding requested for the budget request year would need to be further augmented with additional funding necessary to facilitate completion of the final phases of the preservation project in future fiscal years dependent upon the outcome of the statutory procurement process which will result in the final price based upon the RFP award and the vendor ultimately selected.

Problem or Opportunity Definition

Information and Archival Services mission is to plan, manage, operate and implement the State's archival and records management program in order to protect, preserve and maintain the legal documents for Colorado territorial and State government. This unit develops and approves record retention policies and destruction schedules for all State agencies, counties, cities, school districts, and special districts as regards preservation and management of records. These records are a valuable business asset to the State, and are recorded in a variety of forms from paper to electronic formats. Research assistance is provided to the general public at the main office at 1313 Sherman Street in the Centennial Building.

Information and Archival Services is also responsible for managing and operating the State's home page content on the Internet. Colorado's State website offers many resources, such as a site limited and global search engine, site hosting for many State agencies, and support for web-based applications. The State website has been re-structured as a gateway, or a portal, to State government, local government, community, and regional information.

As part of its duties, Information and Archival Services is responsible for maintaining the General Assembly's audio records. These recordings are maintained on tapes. These tapes are beginning to show signs of deterioration, and without a process for converting these tapes to a more durable format, these records may be soon lost.

Issue: The Colorado General Assembly began making audio recordings of legislative hearings and floor debates in 1973 with a unique Uher (brand name) recorder. This recording system was a small eight-inch reel-to-reel tape that was modified to a special speed to capture the voices and words spoken during the legislative session. This system was in place until 1974 when an early version of a Dictaphone recorder began making the recordings on a ten-channel twelve-inch reel-to-reel tape. In 1981 the Legislature changed to a twenty-channel version of the Dictaphone recorder. In 1997 another change was made to an eight millimeter DAT tape format. Then in 2003 the General Assembly switched to a digital format for making these recordings.

The tapes themselves, which are made of a polyester base, are deteriorating more and more as each year passes. As these tape recordings have been appraised as a permanent record of the Colorado Legislature it is imperative that efforts be made over the next ten years to convert this audio information to a digital format that will preserve and save the information from further deterioration and loss. *The legislative intent that is recorded on these tapes represent a significant legal and historical record of the decisions and comment of the members of the General Assembly in their discussion and adoption of legislation. It cannot be stressed enough that these are truly the only record that reflects the legislative intent of a bill.*

In addition, the readers (listening devices) to the first four recording versions are now no longer being manufactured and service on the equipment will soon no longer be provided. Without equipment to listen to the tapes they are useless.

Options:

The obvious one would be to maintain the status quo and ignore the degradation of these tapes. Added to this is the reality that we have only one Uher listening device left and only two for the Dictaphone readers. When these fail and are no longer repairable access to these legislative recordings will end and pose a dilemma legally and politically.

A second option would be to appropriate \$200,000 in FY 2007-08 to begin the process of converting the full archive of General Assembly tapes to a digital format. This approach would address the immediate need of the Uher recordings and begin to change the ten-channel system. Doing the conversion over multiple phases and fiscal years has been determined to be fiscally responsible in order to reduce the General fund outlay in a single fiscal year. In addition, during the process of developing this request, the Department received estimates for the full scope of

work that ranged from \$400,000 to \$2.6 million. Ultimately, as referenced above, the Department wants to ensure that the General Assembly and the Joint Budget Committee are cognizant of the fact that any vendor selected would have to go through the official statewide bid process, consistent with Procurement code. It is this process that will define the total cost of the project, the number of phases, and the necessary appropriation in out-years.

Available Alternatives

Alternative #1 –

Alternative #1 would provide the necessary appropriation for the Department to achieve the desired objectives in a fiscally responsible manner that would require an initial appropriation of \$200,000 of General fund in FY 2007-08 with additional funding to complete the project being requested during the normal budget cycle process in out-years based upon the results of the procurement process.

Alternative #2 –

Alternative #2 would continue with the status quo, which ignores the deterioration of historical records of the General Assembly. However, if this alternative were selected, at least the General Assembly itself will have had an opportunity to make the determination that this project does not fit within its current list of priorities, rather than the Department or the Executive Branch making this decision arbitrarily.

Assessment of Alternatives

Alternative #1

Alternative 1 is the recommended alternative as it will allow for the preservation of critical historical records that represent in many cases the only confirmation of historical legislative intent or process(es) via a multi-phase project. This alternative is fiscally responsible, as it allows for a smaller outlay of General fund in any one year, and is also practical from a business sense, as it minimizes the amount of time that any significant volume of records would be inaccessible during the conversion process.

Alternative #2-- Do Nothing

Alternative 2 is not recommended. It is not a viable option, in the Department's view, to let such State archival records essentially disintegrate. As the custodian of the State's Archival and Records Management program, DPA would be irresponsible if the Department did not attempt to address this critical issue.

Statutory and Other Authority

C.R.S. 24-80-101 through 24-80-113, see specifically 24-80-102(1), (3) and 24-80-106

Concerns or Uncertainties

If fiscal constraints associated with General Fund requests continue to be experienced as they have for the past couple of fiscal years, this request would be in competition with multiple other critical funding requests statewide. However, the potential for substantial damage and loss to the State's essential records should not be overlooked. The Department would like to ensure that the concerns reflected in this request are identified, and if the request is not approved, the Department believes that this issue should be revisited as soon as possible.

In addition, as identified multiple times throughout the request, the process involves statutorily mandated procurement processes governed by the State Procurement Code – to the extent that some of the current low-end estimates are unable to be achieved in reality as a result of potential violation of State Procurement Code, the price for the full scope of work will likely end up somewhere in the middle of the range of estimates received to date. To the extent that the procurement/RFP process results in a reality of a significantly higher cost, the Department will notify the General Assembly and the Joint Budget Committee prior to proceeding with an award.

Recommendation

As outlined above, for multiple statutory and practical purposes, the Department's recommends Alternative #1.

**Schedule 6
FY 2007-08 DECISION ITEM REQUEST**

Department: Personnel and Administration
 Priority Number: DPA Decision Item #4
 Division: Division of Finance & Procurement
 Program: Collections Services
 Request Title: Additional Collectors Staff to Increase Net Collections

Dept. Approval: [Signature]
 OSPB Approval: [Signature]
 Statutory Citation:
 Budget Analyst: Eric Fiolkoski

Date: November 1, 2006
 Date: 11/1/06
 Date: 11/1/06

| Long Bill Line Item | Fund Source | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|-------------|------------------------------|--------------------------|---------------------------------|----------------------------------|-------------------------|------------------------------------|-------------------------------|-----------------------------|----------------------------------|---|
| | | Prior-Year Actual FY 2005-06 | Appropriation FY 2006-07 | Supplemental Request FY 2006-07 | Total Revised Request FY 2006-07 | Base Request FY 2007-08 | Decision/Base Reduction FY 2007-08 | November 1 Request FY 2007-08 | Budget Amendment FY 2007-08 | Total Revised Request FY 2007-08 | Change from Base in Out Year FY 2008 09 |
| Total of all line items | Total | \$1,129,592 | \$1,119,534 | \$0 | \$1,119,534 | \$1,119,534 | \$98,300 | \$1,217,834 | \$0 | \$1,217,834 | \$89,285 |
| | FTE | 15.4 | 17.00 | 0.0 | 17.00 | 17.00 | 3.00 | 20.00 | 0.0 | 20.00 | 3.00 |
| | GF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | CF | 1,001,523 | 476,767 | 0 | 476,767 | 476,767 | 10,515 | 487,282 | 0 | 487,282 | 1,500 |
| | CFE | 128,069 | 642,767 | 0 | 642,767 | 642,767 | 87,785 | 730,552 | 0 | 730,552 | 87,785 |
| | FF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Division of Finance & Procurement, Collections Services, Personal Services | Total | \$800,035 | \$771,949 | \$0 | \$771,949 | \$771,949 | \$87,785 | \$859,734 | \$0 | \$859,734 | \$87,785 |
| | FTE | 15.4 | 17.0 | | 17.0 | 17.0 | 3.0 | 20.0 | | 20.0 | 3.0 |
| | GF | | | | | | | | | | |
| | CF | 671,966 | 129,182 | | 129,182 | 129,182 | | 129,182 | | 129,182 | |
| | CFE | 128,069 | 642,767 | | 642,767 | 642,767 | 87,785 | 730,552 | | 730,552 | 87,785 |
| Division of Finance & Procurement, Collections Services, Operating Expenses | Total | \$329,557 | \$347,585 | \$0 | \$347,585 | \$347,585 | \$10,515 | \$358,100 | \$0 | \$358,100 | \$1,500 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | |
| | CF | 329,557 | 347,585 | | 347,585 | 347,585 | 10,515 | 358,100 | | 358,100 | 1,500 |
| | CFE | | | | | | | | | | |
| FF | | | | | | | | | | | |

Letter Notations:

Cash Fund Name/Number: Fund 604
 IT Request: No
 Decision Item Criteria: New Data
 Request for New or Replacement Vehicles: No
 Request Affects Another Department(s): No

FY 2007-08 Decision Item

Efficiency and Effectiveness Analysis

Department: Department of Personnel & Administration

Long Bill Group/Division: Division of Finance and Procurement

Program: Collections Services

Request Title: Additional Collectors Staff to Increase Net Collections

Request Criteria New Data

Priority Number: DPA Decision Item #4

Summary of Request

The Central Collection Services (CCS) Unit has been the subject of several reviews and related scrutiny in recent years, including an internal audit, a state performance audit, a task force review, an internal management restructuring, and a legislative change. As a result, several initiatives are underway to update and improve internal processes to improve the effectiveness of the Unit. In addition, these reviews have concluded that the Unit is understaffed given the portfolio of delinquent accounts managed by Central Collections. Despite this limitation, CCS collection statistics remain reasonably commensurate with the industry standards. On average, each collector in CCS is assigned about 9,000 accounts, while the industry average for private collection agency firms is between 1,000 and 2,000 per collector. Thus, the Department is pursuing additional staffing (FTE and associated spending authority) to enhance the collector to debtor account ratio and further improve our collection statistics. If the request is approved, this will result in additional recovery of debts for our State agency clients without the additional expenditure of any state General Funds.

This Decision Item seeks an annual base increase of \$87,785 cash funds exempt and 3.0 additional FTE in the Division of Finance and Procurement, Collections Services, personal services to address processing needs that are anticipated to result in a net increase in debt collections, along with providing for other program efficiencies. In addition, the request includes \$10,515 of cash funds for Operating Expenses associated with the 3.0 FTE in FY 2007-08 (reduced to an annual recurring need of \$1,500 in out years).

Problem or Opportunity Definition

The Division of Finance and Procurement, Central Collection Services (CCS) is statutorily responsible for providing debt collection services to State agencies and political sub-divisions.

CCS has a number of unique capabilities, including the state income tax and vendor intercept programs, access to wage and employment information through the Department of Labor and Employment, as well as access to Department of Revenue Motor Vehicle information, none of which are afforded to private collection companies. The Unit is also responsible for the distribution and management of State debts to awarded private collection companies and private collection counsel for the State. Statutes require referral of debt to CCS at 30 days past due and debts are subsequently assigned to private collection companies at 120 days old if no repayment arrangements have been made with debtors. This partnership increases the opportunity for collection. The debt collection computer software used by CCS (Columbia Ultimate Business Systems (CUBS) "Revenue Plus") is required to perform all of the Unit's responsibilities.

Central Collection Services (CCS) was involved in a performance audit from October of 2003 through March of 2004. The most significant recommendation from the State Auditors Office was to convene a Task Force of CCS Stakeholders to analyze CCS processes and make recommendations regarding future endeavors. The options for the future direction of Collections Services that were considered include the following:

- Decentralizing the collection function by requiring state agencies to manage the recovery of their own delinquent accounts.
- Allowing state agencies the option to use CCS or overseeing their own recovery efforts.
- Discontinuing the use of CCS staff for collection activities and administering the contracts with private collection agencies to handle recovery activities for delinquent accounts.
- Improving the performance of CCS by addressing issues identified in the audit report.

The Task Force was comprised of members from Higher Education, Department of Labor and Employment, one of our Social Services clients, the Department's Chief Financial Officer, the head of the Collection Agency Board, representatives from CCS Contract Attorneys, representatives from one of the Contract Private Collection Agencies, Department of Corrections, Department of Transportation, and the manager of Central Collections. The group worked together to create a schedule of meetings, a list of issues to review, and possible outcomes for CCS. Among other things, the Task Force reviewed Benchmarking information, a proposed CCS Knowledge Retention project, and attempted to ascertain what operational and financial changes might be required under each of the scenarios proposed by the auditors and what additional resources might be needed. In addition, the Task Force contemplated how each scenario might affect clients and other stakeholders, while considering relevant issues and challenges faced by CCS, particularly with regard to staffing resources.

In collaboration with the Task Force, CCS has been diligently addressing the audit recommendations to improve our overall processes, to better document current processes and to ensure policies and procedures are in place that most fully utilize the State resources dedicated to the collection function. CCS did receive a number of accolades during the past year related our enhanced training sessions and educational presentations to various groups. In addition, one of our customer service representative positions has been in part dedicated to meeting with specific clients on a regular basis who are in need of individual meetings and or training on processes.

One of the most noteworthy achievements that resulted from the above referenced performance audit and the subsequent creation of the Task Force was the recommendations for legislative change that were developed. During the past legislative session, SB 06-202 was introduced and subsequently passed, resulting in a number of changes for CCS.

Senate Bill 06-202:

- Revises CRS 12-14-113 - The Colorado Fair Debt Collection Practices Act - Relieves the State of the risk factor involved in violations of the Act. It has been modified so that any violation would subject the DPA employee to disciplinary action of the Department, rather than subject the state to the risk of a lawsuit.

SB 06-202 also changes CRS 24-30-202.4 to:

- Specify that the State Controller delegates debt collection to Central Collection Services.
- Specify exemptions for Judicial and DOLE consistent with the reference to Department of Revenue's federal exemption and to specify that accounts with valid payment plans are exempt from referral.
- Provide more flexibility in the State Controller's granting of waivers to the 30-day referral provision, clean up outdated language and extend CCS' initial collection period from 90 days to 120 days before referral to private agencies.
- Remove the reference to "a component based on geography" in the RFP for choosing private collection agencies.
- Allow CCS to collect on behalf of Political Subdivisions of the State (although the Task Force was very clear about the expectation that collection of State accounts be given the highest priority).
- Allow the State Controller and State Treasurer more flexibility to delegate authority and criteria for write-off, release or compromise of debts, including exclusion from Tax Offset if appropriate.
- Specify that private collection agencies and private counsel will remit gross proceeds to CCS and then receive remittances back for commissions and fees.
- Allow the award of an RFP for a term according to the provisions of the Procurement Code rather than a specified 3 year time period.
- Allow CCS commission fee to be added to ALL accounts assigned to CCS, which means that state agencies will receive the full principal and interest collected on accounts and consistency in debtors paying the fee.
- Put a cap on the commission fee amount that CCS can add, specifying a maximum of 21% for regular accounts and 25% for legal accounts. It also specifies that CCS will review the commission fee annually and that court-awarded reasonable attorney fees, court costs and fees incurred by the State's attorney in processing litigation will be added to accounts as well.
- Specify that accounts referred to CCS for bad checks (NSF) may be subject to treble damages.
- Specify the information that must be included on the initial notice sent to debtors.

For FY 2005-06, CCS made a number of changes to processes designed to streamline operations. CCS began to look at different ways in which to increase the efficiency of the collection process through automation and increased use of available technology. As a result, CCS completed installation of an Integrated Voice Response (IVR) System, which allows debtors to call in over the phone, access their account to check the balance, date and amount of last payment, make a credit card or check payment by phone or set up and agree to a pre-determined payment plan. This program also allows client agencies to access their debtor accounts to confirm the current balance and/or verify any recent payments made. CCS is also considering implementing the EDS* Pay® Program which will allow debtors to access their accounts via the Internet to check the current balance, make a credit card or check payment or establish a pre-determined payment plan. CCS is also looking at new ways to use the predictive dialer. One way being considered is to target specific types of debt for the dialer to call. Also the dialer will continue to be used to contact debtors after work hours. With the added functionality of the IVR and the pending implementation of a web based information, access and payment application, it is anticipated that CCS will be able to generate more revenue by allowing collectors to focus on debtor calls that will produce revenue. The IVR installation proved to be a successful addition to our customer service resources in providing access for debtors to pay on their account 24/7 over the phone. CCS is in the process of adding more capability to our CUBS software through the COMPASS module, allowing clients easier access to any reports they need as well as providing collector access to any backup documentation on file in the system whenever they pull up an account. CCS has been scanning and warehousing this type of documentation for several years in anticipation of available resources.

Further, CCS was able to implement a new program with the United States Postal Service by adding additional information to postage being mailed out which allows the USPS to provide an electronic file of updated addresses and mail return notifications rather than the trays of physical mail previously received. This has resulted in an extreme reduction of the manpower previously required to open returned mail, update the address, or manually notate it as a "mail return" in the system. CCS is currently working on several initiatives that are anticipated to provide additional efficiencies, including a comprehensive review of our entire letter series to ensure they are in compliance with the CFDCPA as well as the FCRA guidelines. We are also auditing our automated letter printing process done by GGCC as well as our mail delivery system implemented by IDF Integrated Document Factory to ensure that debtors are receiving timely notices. Additionally, we are in the process of looking at old debt and the most proper way to collect aged accounts. CCS is working on a new RFP to solicit private vendors and will be doing the same for private collection counsel by the end of the year. CCS is also in the process of evaluating the phone system and the possibility of allowing debtors access to the automated menu system initially with the ability to transfer directly to the receptionist if desired. It is anticipated this will allow more debtors quicker access to payment capabilities and information regarding their account without having to wait for someone to assist them.

Task Force Recommendations:

The Task Force on Statewide Debt Collection found very early in the process that even with a reengineering of the use of the private collection agencies, CCS resources were insufficient to address the size of the CCS account portfolio. For example, it was reported that the number of accounts typically handled by a private collection agency's collectors averaged between 1,000 and

2,000 accounts per collector – CCS collectors average approximately 9,000 accounts each. The task force also indicated that its findings identified that CCS outperforms private collection agencies and private counsel in the collection of debt, even though CCS must manage all of the ancillary functions of debt management, which requires a balance between performing collections and administration and management of the program. The most relevant finding and recommendation from the Task Force was that CCS needed an additional 3.0 FTE in the collector function in order to effectively implement the recommendations of the Task Force and many of the recommendations from the State Auditor’s Office. This conclusion was reached after consideration of the demands of a growing account portfolio, steady demands from the tax-offset program, along with documented customer satisfaction deficiencies that appear driven by resource limitations. Of note, CCS appears to be considerably understaffed in comparison to other state’s debt collection functions.

Available Alternatives

Alternative #1 –

Alternative #1 would provide for three additional Collector FTE, along with the necessary associated personal services and operating appropriations, in order to mitigate many issues identified by the SAO audit and the Task Force. Refer to the table below for costs associated with the 3.0 FTE requested.

| Central Collections Svc - Classification: Collections Rep II | | | |
|---|----|------------------|------------------|
| | | FY 08 | FY 09 |
| <u>Personal Services</u> | | | |
| Base Monthly Salary | \$ | 2,185 | \$ 2,185 |
| Annualized (X12) | \$ | 26,220 | \$ 26,220 |
| PERA (10.15%) | \$ | 2,661 | \$ 2,661 |
| Medicare (1.45%) | \$ | 380 | \$ 380 |
| SubTotal Personal Services/FTE | \$ | 29,262 | \$ 29,262 |
| # of FTE | | 3.0 | 3.0 |
| Total Personal Services | | \$ 87,785 | \$ 87,785 |
| <u>Operating Expenses</u> | | | |
| Office Furniture | \$ | 2,021 | |
| Office Supplies (\$500/yr recurring) | \$ | 500 | \$ 500 |
| PC & Office Suite Software | \$ | 984 | |
| SubTotal Operating/FTE | \$ | 3,505 | \$ 500 |
| # of FTE | | 3.0 | 3.0 |
| Total Operating Expenses | | \$ 10,515 | \$ 1,500 |
| Total | | \$ 98,300 | \$ 89,285 |

Alternative #2 –

Alternative #2 would maintain the status quo, which would not address historical program issues identified by the Department, the State Auditor's Office, and the Task Force.

Assessment of Alternatives

Alternative #1 – Preferred Alternative

Alternative 1 is the recommended alternative as it will allow Central Collections Services to address multiple strategic and operational deficiencies, while maximizing collections. Both the State Auditor's Office and the Task Force acknowledged during their reviews of the program that the level of resources in the Program was not necessarily sufficient for the task.

Alternative #2—status quo

Since the State Auditor's Office completed its audit and issued a report in May of 2004, many initiatives have been implemented within existing resources with the goal of achieving process improvements and productivity. However, absent additional appropriated resources it is unlikely that further material improvements and increases in the collector to debtor account ratio can be achieved within continuation appropriations.

Statutory and Other Authority

C.R.S. 24-30-202.4 – provides debt collection for all State agencies and political sub-divisions.

Recommendation

As outlined above, for multiple statutory and practical purposes, and in order to provide necessary resources to maximize the collection of debts due the State, the Department recommends Alternative #1.

DPA Decision Item
#5

**Schedule 6
FY 2007-08 DECISION ITEM REQUEST**

Department: Personnel and Administration
 Priority Number: DPA Decision Item #5
 Division: Office of Administrative Courts
 Program: Office of Administrative Courts
 Request Title: Legal Files Maintenance and Support

Dept. Approval: TK 7/13
 OSPB Approval: [Signature]
 Statutory Citation:
 Budget Analyst: Eric FiolkoSKI

Date: November 1, 2006
 Date: 11/1/06
 Date: 11/1/06

| Long Bill Line Item | Fund Source | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|-------------|------------------------------|--------------------------|---------------------------------|----------------------------------|-------------------------|------------------------------------|-------------------------------|-----------------------------|----------------------------------|---|
| | | Prior-Year Actual FY 2005-06 | Appropriation FY 2006-07 | Supplemental Request FY 2006-07 | Total Revised Request FY 2006-07 | Base Request FY 2007-08 | Decision/Base Reduction FY 2007-08 | November 1 Request FY 2007-08 | Budget Amendment FY 2007-08 | Total Revised Request FY 2007-08 | Change from Base in Out Year FY 2008-09 |
| Total of all line items | Total | \$144,860 | \$137,042 | \$0 | \$137,042 | \$137,042 | \$14,325 | \$151,367 | \$0 | \$151,367 | \$15,043 |
| | FTE | 0.0 | 0.00 | 0.0 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0 | 0.00 | 0.00 |
| | GF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | CF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | CFE | 144,860 | 137,042 | 0 | 137,042 | 137,042 | 14,325 | 151,367 | 0 | 151,367 | 15,043 |
| | FF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Office of Administrative Courts, Operating Expenses | Total | \$144,860 | \$137,042 | \$0 | \$137,042 | \$137,042 | \$14,325 | \$151,367 | \$0 | \$151,367 | \$15,043 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | 0 |
| | CF | | | | | | | | | | |
| | CFE | 144,860 | 137,042 | | 137,042 | 137,042 | 14,325 | 151,367 | | 151,367 | 15,043 |
| | FF | | | | | | | | | | |

Letter Notations:

Cash Fund Name/Number:
 IT Request: No
 Decision Item Criteria: New Data
 Request for New or Replacement Vehicles: No
 Request Affects Another Department(s): No

FY 2007-08 Decision Item

Efficiency and Effectiveness Analysis

Department: Department of Personnel & Administration
Long Bill Group/Division: Office of Administrative Courts
Program: Office of Administrative Courts
Request Title: Legal Files Maintenance and Support
Request Criteria: New Data
Priority Number: DPA Decision Item #5

Summary of Request

This Decision Item seeks an additional \$14,325 of CFE spending authority in the Office of Administrative Courts (OAC) for ongoing maintenance and support of the Legal Files case management system. This additional spending authority requested should be appropriated to the Operating Expenses line item in the OAC for FY 2007-08, and for informational purposes the amount is anticipated to be \$15,043 in FY 2008-09 and \$15,795 in FY 2009-10.

The Legal Files system was initially implemented as a result of a FY 2004-05 approved change request in order to address severe limitations and inefficiencies inherent in the previously existing databases, and to provide the Division with the automated tools and management data necessary to manage the adjudicatory process effectively. The spending authority that was appropriated for this purpose initially has since been eliminated, however, ongoing maintenance and support costs continue to be necessary and this request seeks to reinstate the necessary appropriation to the base operating funding for the OAC to address this shortfall.

Problem or Opportunity Definition

The Colorado Office of Administrative Courts ("OAC") was statutorily created in 1976 to provide an easily accessible, independent and cost-effective administrative law adjudication system in Colorado. The OAC is one of approximately two dozen central panels of independent Administrative Law Judges (ALJs) in the United States, and provides administrative law hearings to over 50 State agencies, counties and other entities.

The OAC conducts all workers' compensation merits hearings for the entire State; all public benefits cases (food stamps, Colorado Works/AFDC, Medicaid, etc.); all professional licensing board work involving the denial, revocation, suspension or other discipline of holders of a professional license (such as doctors, nurses, architects, real estate brokers, teachers, engineers, etc.); and all Secretary of State cases where a citizen has filed a complaint under the Fair Campaign Practices Act.

Funding for this request

As referenced above, this request merely seeks additional CFE spending authority for ongoing maintenance and support of the Legal Files case management system. Funding for this request, if approved, would be recovered through the annual Common Policy for Administrative Law Judge Services (ALJ). For reference, the OAC is a cash funded entity, and billings to agencies are calculated and distributed using a Cost Allocation Model, which means the OAC bills its clients a proportionate share of its total recoverable program costs based on the percentage of total hours worked for each client. Allocations to State agencies are calculated annually during the Common Policy process, in collaboration with OSPB, and are based on the individual utilization data by agency for the prior fiscal year. An individual agency's share of total utilization, combined with total recoverable costs for providing ALJ services, results in the final appropriation by agency in a given year. Each January, the distributions and costs are "trued-up" and adjusted for the remainder of the fiscal year through the supplemental budget process. The "true-up" is designed to capture more accurate costs and client utilization than could be captured when the allocations are first set. Factored into the OAC's total costs is the OAC's overhead, which includes salaries, operating expenses, rent, utilities, and OAC's share of any central departmental appropriations.

Benefits – Reporting, etc

The Legal Files comprehensive case management software application that has been recently implemented facilitated the automation and integration of the OAC's calendaring, billing, and docketing functions, as well as providing web portal information access and a searchable database of the OAC's decisions to our customers and client agencies.

The OAC utilizes the Legal Files case management software application to track and manage cases. Legal Files was fully implemented for all non-workers' compensation case types on July 1, 2005. Workers' compensation cases began transitioning into Legal Files on January 1, 2006; full implementation occurred on July 1, 2006. During FY 2005-06 the OAC used Legal Files to review, cull, and update all non-workers' compensation case information that had been imported from the old Access database. Old cases were closed, out of date information was brought current, and tracking systems were designed to better assess compliance with statutory requirements and deadlines. Workers' compensation cases provided a unique challenge in that the OAC had for many years managed those cases as a "guest user" in the Division of Workers' Compensation (Department of Labor and Employment - CDLE) database. That mainframe system was designed to meet CDLE/DOWC's needs and could not be modified to meet the case management needs of OAC. Transitioning OAC's workers' compensation cases from the CDLE system to Legal Files was complex, time-consuming, and cumbersome particularly in light of the sheer volume of applications for hearings filed each year in workers' compensation matters. During the transition

period, the OAC docket staff entered all case information into BOTH systems. By June 30, 2006, however, the OAC had successfully concluded the transition. A final testing period was run from July 1 through August 31, 2006; and decoupling occurred on September 1, 2006. As of that date, all OAC case management tasks and data will only be recorded in the Legal Files system; OAC will no longer input data into the database owned by CDLE/DOWC.

As a result of full implementation of Legal Files, the OAC can provide performance measures and other quantifiable statistics and metrics reflective of the entire division. Comprehensive baseline data from the entire division will be collected in FY 2006-07 and used for a number of purposes related to reporting and analysis. Some of the types of information anticipated to be available include number and types of hearings requested, number of hours spent on each case, compliance with statutory deadlines, number of decisions appealed, number of decisions overturned or reversed on appeal, productivity metrics, resource usage, etc.

Available Alternatives

Alternative #1 –

Alternative #1 would provide the spending authority necessary for ongoing maintenance and support of the Legal Files case management system. This requires a minimal expenditure of approximately \$15,000 per year, which is recovered through the common policy allocations to departments for Administrative Law Judge Services and the resulting billings.

Alternative #2 – Status Quo

Alternative #2 would continue with the status quo, which may not allow the Department to gain the full functionality from the Legal Files case management application, absent the funding necessary to facilitate system support and maintenance.

Assessment of Alternatives

Alternative #1

Alternative 1 is the recommended alternative as it will allow the Department and the State to realize the full benefits offered by the Legal Files case management software. In addition, the costs associated with this request are recovered through the ALJ Common Policy, minimizing the net impact to the State budget.

Alternative #2-- Do Nothing

Alternative 2 is not recommended, as it does nothing to assist with the achievement of program objectives, and provides no benefit to either OAC or its customers. In addition, this alternative ignores the cost recovery mechanism that is included in the annual ALJ Cost Allocation Methodology.

Statutory and Other Authority

24-4-100 C.R.S

Recommendation

As outlined above, for multiple statutory and practical purposes, the Department's recommends Alternative #1.

**DPA Decision Item
#6**

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Schedule 6
FY 2007-08 DECISION ITEM REQUEST

Department: Personnel and Administration
 Priority Number: DPA Decision Item #6
 Division: Division of Finance and Procurement
 Program: Central Collections Services
 Request Title: Private Collection Entity & Legal Services Costs

Dept. Approval: [Signature]
 OSPB Approval: [Signature]
 Statutory Citation:
 Budget Analyst: Eric Fiolkoski

Date: November 1, 2006
 Date: 11/1/06
 Date: 11/1/06

| Long Bill Line Item | Fund Source | 1 Prior-Year Actual FY 2005-06 | 2 Appropriation FY 2006-07 | 3 Supplemental Request FY 2006-07 | 4 Total Revised Request FY 2006-07 | 5 Base Request FY 2007-08 | 6 Decision/Base Reduction FY 2007-08 | 7 November 1 Request FY 2007-08 | 8 Budget Amendment FY 2007-08 | 9 Total Revised Request FY 2007-08 | 10 Change from Base in Out Year FY 2008 09 |
|---|-------------|--------------------------------------|----------------------------------|---|--|---------------------------------|--|---------------------------------------|-------------------------------------|--|---|
| Total of all line items | Total | \$869,469 | \$875,000 | \$0 | \$875,000 | \$875,000 | \$325,000 | \$1,200,000 | \$0 | \$1,200,000 | \$325,000 |
| | FTE | 0.0 | 0.00 | 0.0 | 0.00 | 0.00 | 0.00 | 0.00 | 0.0 | 0.00 | 0.00 |
| | GF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | CF | 453,574 | 456,459 | 0 | 456,459 | 456,459 | 169,542 | 626,001 | 0 | 626,001 | 169,542 |
| | CFE | 415,895 | 418,541 | 0 | 418,541 | 418,541 | 155,458 | 573,999 | 0 | 573,999 | 155,458 |
| | FF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Division of Finance & Procurement, Collections Services, Private Collection Agency and Legal Services Costs | Total | \$869,469 | \$875,000 | \$0 | \$875,000 | \$875,000 | \$325,000 | \$1,200,000 | \$0 | \$1,200,000 | \$325,000 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | |
| | CF | 453,574 | 456,459 | | 456,459 | 456,459 | 169,542 | 626,001 | | 626,001 | 169,542 |
| | CFE | 415,895 | 418,541 | | 418,541 | 418,541 | 155,458 | 573,999 | | 573,999 | 155,458 |
| | FF | | | | | | | | | | |

Letter Notations:

Cash Fund Name/Number: Fund 804
 IT Request: No
 Decision Item Criteria: New Data
 Request for New or Replacement Vehicles: No
 Request Affects Another Department(s): No

Efficiency and Effectiveness Analysis

FY 2007-08 Decision Item Request

Department: Department of Personnel & Administration

Long Bill Group/Division: Division of Finance and Procurement, Central Collection Services

Request Title: Private Collection Entity & Legal Services Costs

Priority Number: DPA Decision Item #6

Summary of Request

This is a departmental Decision Item for FY 2007-08 to increase the appropriated cash funds and cash funds exempt spending authority associated with the existing Long Bill line item 'Private Collection Agency Fees' under the Department of Personnel and Administration, Division of Finance and Procurement, Central Collections Services by \$325,000 total funds.

This incremental increase in spending authority would explicitly denote the payment of private collection agency fees and out-of-pocket legal expenses incurred in the collection of debts owed to the State. This line item will not require new State funding to cover these fees because private collection entities and the contracted law firm already remit gross debtor collections to CCS, and CCS remits fees back to these entities. This request would further increase the accountability, transparency, and control of these expenses in COFRS and demonstrate the expense in the Long Bill – essentially this Decision Item, which seeks \$325,000 in additional spending authority (\$169,542 cash funds and \$155,458 cash funds exempt) will ensure CCS' ability to cover these costs in the most fiscally transparent manner, while also allowing all costs associated with this activity to be captured in the State financial systems.

Problem or Opportunity Definition

The Division of Finance and Procurement, Central Collection Services (CCS) is statutorily responsible for providing debt collection services to State agencies and political sub-divisions. CCS provides this service at a commission rate of 15 percent per dollar collected. CCS has unique capabilities, such as State income tax and vendor intercept and employment information, which are not afforded to any private collection companies. The unit is also responsible for the consolidation and distribution of State debts to awarded private collection companies throughout the State. Statute requires referral of debt to CCS at 30 days past due. Debts are assigned to private collection companies at 120 days old if no repayment arrangements have been made with debtors. Debtor accounts are also litigated when debtors express refusal to pay. The partnership between CCS and private entities increases the opportunity for collection.

Private collections agencies receive a percentage of any funds they recover from debtors. The remaining recovered funds are remitted back to the agency with which the debtor owed monies.

CCS must administrate these referred debtor accounts even though it receives no portion of the funds recovered by private collections entities.

DPA has made a concerted effort over the past few years to improve the financial management of the Department and ensure consistent financial treatment in all programs. During a detailed review of Collections Services' (CCS) operations over the past two fiscal years, the Department identified a historical practice of paying for private collection activities that needed to be corrected. Historically, all of the payments to the central collection agencies and the outside legal counsel for collections were paid directly from the revenues collected from these entities. In the past, both private collection agencies and contracted legal counsel remitted collections to CCS in gross and CCS remitted their percentage payment via a payment voucher in a monthly batch transaction. However, in neither case was the payment to the entity historically recorded as an expenditure in COFRS. Thus, these expenditures were "off-books". This is not proper accounting as it does not reflect the total cost of government and does not provide fiscal nor financial transparency for policy makers or the public. As a result, the Department submitted a FY 2005-06 Supplemental Request/FY 2006-07 Budget Amendment to address this issue. The request was approved and the Department was appropriated \$875,000 of spending authority annually as a result, and was able to have this process captured more fully in the State's financial and accounting systems.

Ultimately in FY 2005-06, the appropriated spending authority appeared to be sufficient for the previously stated purposes, however, during further analysis, the Department realized that a component of this process associated with contracted legal counsel was still not being captured. In order to explicitly demonstrate the activity and expense associated with contracted legal counsel in the process of collection of debts, additional spending authority estimated at \$325,000 would be required. Including these costs in the Long Bill appropriation will correct the treatment of these costs and bring them properly onto the State's books.

Despite the inappropriateness of the current payment mechanism, we would like to note that its existence is not the result of dubious intentions. Rather it is a historical practice that likely resulted from an innocent lack of understanding of budget and accounting practices and a genuine effort to facilitate the right outcome ultimately (proper payments to the outside entities and proper reimbursement to customers) within the existing budgetary framework.

The following table shows the total fees paid to private collection entities for the past three years:

Private Entity Costs by Fiscal Year

| <u>FY 2002-03</u> | <u>FY 2003-04</u> | <u>FY 2004-05</u> | <u>FY 2005-06</u> |
|--------------------------|--------------------------|--------------------------|--------------------------|
| \$657,832.10 | \$650,696.51 | \$849,983.54 | \$869,468.98 |

CCS anticipates FY 2006-07 private collection fees and legal costs to increase based on fees paid through August 2006. The requested appropriation of \$1,200,000 provides for the necessary spending authority to fully capture both the expense and activity associated with private collection agencies and the contracted law firm used by CCS, without creating artificial budgetary restrictions that could be counter-productive to collection efforts.

Given how the payments to these entities are structured, as a percent of debts collected, it would not be prudent to limit the amount which can be paid to these entities since this would limit the debts collected and funds returned to State agencies in any given year, absent regular technical or emergency supplemental requests. In addition, there is no risk to having this line item appropriated at a level in excess of actual incurred expenses, but there is a risk of limiting collections if the line item is too low. FY 2005-06 actuals for this line item actually came within \$6,000 of the appropriated spending authority estimated and requested by the Department in its FY 2005-06 Supplemental. If private vendor and legal services collections had been much more robust, CCS would have needed to make an emergency supplemental request near year end, most likely, in order to pay these vendors and the contracted law firm. In addition, as identified above, the estimate from last fiscal year did not fully capture the expenses associated with the contracted legal counsel, which makes it clear that the continuation base appropriated spending authority of \$875,000 will be insufficient.

Assessment of Available Alternatives:

Alternative #1-RECOMMENDED

Amend the title of the current Long Bill line item 'Private Collection Agency Fees' to 'Private Collection Agency and Legal Services Costs', and increase appropriated spending authority by \$325,000 (from \$875,000 to \$1,200,000).

It is important that this is a technical request for increased spending authority. Furthermore, this request is cost neutral for the State; it does not represent an increase in State government spending, as it seeks only spending authority for the same overall cost structure that is in place currently. The State of Colorado should conduct its business with maximum transparency to the taxpayers of the total cost of government. This alternative will maintain the accountability, while increasing budget transparency and control of these expenses in the State's financial and accounting systems.

Alternative #2-Not Recommended

Do not provide for the requested incremental increase in spending authority. This alternative defeats the objective of budget transparency and is inconsistent with the Department's position presented in its FY 2005-06 Supplemental/FY 2006-07 Budget Amendment, which resulted in the initial Long Bill appropriation. Further, this alternative will force the Department to continue an improper accounting procedure that will result in an understatement of the costs of collection activities.

Assumptions and Calculations

The \$325,000 requested increase in spending authority is calculated based upon several components. The first component is related to statutory attorney fees that have been court awarded to our contracted legal counsel at the time that they obtained a judgement on a CCS account. The most recent fiscal year, FY 2005-06 reflected \$156,000+ for this component, and based upon the upward trend from FY 2003-04 through FY 2005-06, the Department estimated this component at \$176,000.

The second component is the anticipated increase in current and future years for the private collection agency fees. As referenced previously, the Department expended approximately \$869,000 for this component of the \$875,000 total appropriated spending authority in FY 2005-06; Based upon recent increases in debt collection activities, it is our belief that it is appropriate to anticipate a 10% increase in this component of the collections activity for FY 2007-08, which would result in an estimate of \$86,900 of additional spending authority to fully capture this activity.

The final component of the requested increase in spending authority is intended to capture the increase in the amounts to be paid out to the private collection agencies and to the contract legal firm resulting from the ability to add collection fees to all accounts assigned to CCS as a result of passage of SB 06-202 during the past legislative session. First we must consider the total amounts paid out in commission fees to the contracted legal counsel for the last three years, which totals \$511,653.70. To get an average per year we divide by three to arrive at \$170,550.23. We then multiply by 6.25% to capture a variance of \$10,659.45 between what we has historically been paid out for this component compared to what will be paid out when the fees are added on instead of taken out of the amount collected.

The same calculations must also be performed for the private collection agencies. The three year totals add up to \$584,803.99, and the three year average is \$194,934.66. The difference for all six private collection agencies currently under six different commission rates averages out to 5.9% which results in a variance of \$11,501.14 between what has historically been paid out compared to what will be paid out when the fees are added on instead of taken out of the amount collected.

The estimates of additional spending authority required for all components above totals \$285,061 ($\$176,000 + \$86,900 + \$10,659.45 + \$11,501.14$). This represents approximately 88% of the additional requested spending authority and is based upon moderate and reasonable assumptions of growth that incorporate the impact of demonstrated upward trend, recent legislative changes, along with program efficiencies. This does not necessarily contemplate contingencies, including the potential for an especially robust year of collections, nor the impact to collections if the FY 2007-08 Decision Item submitted concurrently for three additional collectors is approved. The Department believes that it is reasonable to add just under \$40,000 to the \$285,061 referenced above to capture this "contingency". To the extent that any contingent spending authority were not necessary it would revert, but the additional contingent spending authority would hopefully minimize the potential for future technical and/or emergency supplemental requests, and would not force the Department to limit debt collection activity in a given year to stay within the

appropriated spending authority if the actual activity exceeds the estimates based upon the above assumptions.

Statutory and Other Authority

C.R.S. 24-30-202.4 – provides debt collection for all State agencies and political sub-divisions.

Other Considerations

The Department will pursue amending C.R.S. 24-30-202.4 through legislation in the upcoming legislative session that would make the debt collection fund continuously appropriated. This would make sense for two reasons; first, spending for private collection agency and costs associated with contracted legal counsel only occurs when the entities collect money from debtors and the resulting fee is only a portion of the amount received from the debtor, thus funds for these fees would always be available; second, since there is no reliable way to predict the amount of these fees, continuous appropriation would obviate the need to amend spending authority through the Supplemental and Decision Item process each year.

Recommendation

The Department recommends alternative #1, which would increase State budget transparency, and provide necessary spending authority to capture all costs associated with the collection process in the State financial and accounting systems.

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**Statewide Decision
Item #1**

**Schedule 6
FY 2007-08 STATEWIDE DECISION ITEM REQUEST**

Department: Personnel and Administration
 Priority Number: Statewide Decision Item #1
 Division: Executive Office, Division of Information Technologies
 Program: Network Services
 Request Title: MNT Telecomm Truth-in-Rates

Dept. Approval: 1374
 OSPB Approval: [Signature]
 Statutory Citation: 24-30-906, C.R.S.

Date: November 1, 2006
 Date: 11/1/06

Budget Analyst: Robb Fuller

Date: 11/1/06

| Long Bill Line Item | Fund Source | 1 Prior-Year Actual FY 2005-06 | 2 Appropriation FY 2006-07 | 3 Supplemental Request FY 2006-07 | 4 Total Revised Request FY 2006-07 | 5 Base Request FY 2007-08 | 6 Decision/Base Reduction FY 2007-08 | 7 November 1 Request FY 2007-08 | 8 Budget Amendment FY 2007-08 | 9 Total Revised Request FY 2007-08 | 10 Change from Base in Out Year FY 2008-09 |
|--|-------------|--------------------------------------|----------------------------------|--|---|---------------------------------|---|--|--|---|---|
| Total of all line items | Total | \$13,789,730 | \$15,746,678 | \$0 | \$15,746,678 | \$15,746,678 | \$1,559,439 | \$17,306,117 | \$0 | \$17,306,117 | \$1,607,154 |
| | FTE | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | GF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | CF | 1,618,630 | 1,849,939 | 0 | 1,849,939 | 1,849,939 | 42,207 | 1,892,146 | 0 | 1,892,146 | 42,207 |
| | CFE | 12,171,100 | 13,896,739 | 0 | 13,896,739 | 13,896,739 | 1,517,232 | 15,413,971 | 0 | 15,413,971 | 1,564,947 |
| FF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Executive Office, Multiuse Network Payments | Total | \$89,936 | \$89,122 | \$0 | \$89,122 | \$89,122 | (\$47,715) | \$41,407 | \$0 | \$41,407 | \$0 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | |
| | CF | | | | | | | | | | |
| | CFE | 89,936 | 89,122 | | 89,122 | 89,122 | (47,715) | 41,407 | | 41,407 | |
| FF | | | | | | | | | | | |
| Division of Information Technology, Network Services, Operating Expenses | Total | \$13,699,794 | \$15,657,556 | \$0 | \$15,657,556 | \$15,657,556 | \$1,607,154 | \$17,264,710 | \$0 | \$17,264,710 | \$1,607,154 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | |
| | CF | 1,618,630 | 1,849,939 | | 1,849,939 | 1,849,939 | 42,207 | 1,892,146 | | 1,892,146 | 42,207 |
| | CFE | 12,081,164 | 13,807,617 | | 13,807,617 | 13,807,617 | 1,564,947 | 15,372,564 | | 15,372,564 | 1,564,947 |
| FF | | | | | | | | | | | |

Letter Notations:

Cash Fund Name/Number: Fund 603

IT Request: No

Supplemental and Budget Amendment Criteria: New Data

Request for New or Replacement Vehicles: No

Request Affects Another Department(s): Yes - Statewide Request impacting multiple departments.

FY 2007-08 Decision Item Request

Efficiency and Effectiveness Analysis

Department: Department of Personnel & Administration
Long Bill Group/Division: Division of Information Technology
Program: Network Services
Request Title: MNT Telecomm Truth-in-Rates
Request Criteria New Data
Priority Number: Statewide Decision Item #1

Summary of Request

This request provides the basis for FY 2007-08 Multi-Use Network (MNT) Common Policy allocations/appropriations statewide in accordance with the Telecommunications Truth-in-Rates initiative. This request has been submitted annually in recent years in order to update individual agencies' circuit inventory, and to revise assumptions related to infrastructure components and recoverable costs associated with the provision of MNT to customers. The current request includes multiple components. Specific adjustments identified in the request this fiscal year are as follows:

- Similar to past fiscal years, this request recommends adjustments to the budget request year (FY 2007-08) appropriations to State agencies for MNT. The primary objective of this component of the request is to realign allocations statewide to reflect updated circuit inventories (as of September 1, 2006).
- As in prior fiscal years, the current request updates all recoverable cost components based upon most current known factors, estimates and assumptions. This includes incorporating updates to recoverable costs based upon other current common policy allocations (FY 2007-08 operating common policies, FY 2007-08 Indirect Costs, and the impact of the FY 2007-08 Total Compensation recommendations).

Additional background related to this topic will be provided later in the request, but the recoverable costs as presented in the current request were calculated based on current circuit inventory, and customer circuits have increased by nearly \$2.1 million statewide since last fiscal year. As a result, DPA is unable to provision MNT for FY 2007-08 within the current appropriated spending authority for DoIT Network Services Operating Expenses based upon current trends and projections, and given the fact that this line item contains many components over which DPA does

not have control. (These components include circuits and long distance charges, which are customer driven.) As a result, additional spending authority will be necessary for DPA as identified below.

In summary, the recommended allocations to State agencies are referenced at Attachment A, along with updates to recoverable costs by component. For reference, this FY 2007-08 Statewide Decision Item contains a net increase in departmental appropriations statewide of \$2,291,477 and an additional increase in MNT appropriations for non-OSPB appropriated entities of \$215,677 (which represents the increase to the Department of Transportation).

The DPA customer share, as reflected on the attached Schedule 6 is for a decrease of \$47,715 cash funds exempt to the Executive Office, Multiuse Network Payments line item, and in addition (also reflected on the Schedule 6) the Department requests an increase in total spending authority in the Division of Information Technology, Network Services Operating Expenses line item in the amount of \$1,607,154 (\$42,207 of cash funds, \$1,564,947 cash funds exempt), as discussed further later in this request.

Problem or Opportunity Definition

Background

Appropriations for Multiuse Network Payments represent the cost to State agencies for circuits and their share of recoverable costs associated with DPA's provision of and administration of MNT to its customers. Recoverable costs include funding for contracts with Qwest and its partners (including ANAP fees, LATA crossing fees, costs associated with existing MNT circuits, network monitoring, Internet access costs, etc), infrastructure (backbone) costs, anticipated billings based on department-by-department circuit inventory, and estimated administrative/operational costs and overhead.

The MNT Project successfully reached the end of its construction phase during FY 2003-04 and moved into an operational phase during FY 2004-05. A complete MNT network allows users in every county to connect to the State network with a high-speed connection. As a result, inexpensive Internet access, high quality of service, video, and voice over IP are available to users, subject only to last mile connectivity. The infrastructure is in place to accommodate economic development and increased distance learning opportunities, particularly in rural Colorado, and telecommunications costs have been reduced for the benefit of State and local public entities as a result. However, Qwest has indicated that many of the non-urban area network components are not yet sustainable without continued State subsidization. Direct marketing efforts by the State continue to ensure that State agencies and political subdivisions are aware of the capabilities of MNT, and are able take advantage of the network. This network, and the new capabilities that it provides for State and local government and the public, exists specifically because of the efforts of the Department, the Division of Information Technologies (DoIT), and its external partners.

Recoverable Cost Updates

While the components that are included in “recoverable costs” may be very specific, the projection for recoverable costs and the subsequent allocations to State agencies that result in the initial FY 2007-08 Common Policy recommendations are a best estimate given current information, and are developed approximately six - seven months prior to Common Policy figure setting in the spring of 2007 (and ten months prior to the beginning of the budget request year). As a result, this request and the associated Common Policy allocations for State agencies will be updated/ revised at least twice: once in late February/early March of 2007, to incorporate the results of FY 2007-08 JBC action taken during figure setting for DPA, other agencies’, and other Common Policies, and in addition, a Supplemental Request will most likely be submitted in the middle of FY 2006-07, as has been the case historically, in order to “true-up” recoverable costs and to update utilization and circuit inventory by department to reflect the most current data (at a minimum to capture the most current actual circuit inventory/utilization).

Notable Changes to Agency Allocations

As identified above in the Summary of Request, this request contains several adjustments. The first is merely an adjustment to reflect updated circuit inventories by agency and to subsequently recalibrate agency allocations. Buildouts, or substantive increases in utilization (circuit inventory), and reductions in utilization (circuit aggregation, migration, etc) are captured here. It should be noted, as referenced above, that the circuit inventory/utilization updates contained in this Statewide Decision Item represent significant increases in aggregate over prior year circuit utilization and expense. For example, this request includes materially significant adjustments to allocations for various agencies as bulleted below:

- Secretary of State
 - The Secretary of State (SOS) has experienced what is by far the largest increase in its MNT allocation year-over-year of any Department. Their FY 2006-07 Long Bill appropriation for MNT was just under \$53,000 for the year, which would equate to approximately \$4,400 per month. The FY 2007-08 initial allocation for this Department for MNT based upon current circuit inventory is over \$1.75 million (\$1,757,699). This reflects the sharp increase in network capacity that is required to support two Executive Branch and SOS initiatives – HAVA (the Help America Vote Act) and eFORT. Note also that the year-over-year increase to the Secretary of State allocation represents approximately 2/3 of the total increase in recommended FY 2007-08 allocations statewide, as reflected at Attachment A.

- Transportation
 - While the Colorado Department of Transportation (CDOT) is not appropriated, the Department must still seek spending authority to provision CDOT’s activities and the ability to recover those costs. This request reflects a 23% increase in the CDOT allocation for FY 2007-08. The FY 2006-07 request had already considered some of CDOT’s increased network costs, but the current circuit inventory for CDOT has

continued to increase, which in part could be attributed to increased network bandwidth associated with VoIP.

- Department of Revenue
 - The Department of Revenue (DOR) continues to require additional circuits and circuit bandwidth in support of their statewide operations. This request includes an increase of \$481,839 (28%) for FY 2007-08 over the prior year allocation, which is indicative of DOR's continued upsizing of critical circuits, which includes migration of several county circuits from 64k to T-1. (While specific programmatic and policy oriented drivers of circuit increases at the agency level are not always clear to DPA, it appears that the Revenue-Lottery portion of MNT is somewhat stable year-over-year, with a small decrease to that portion of the Department of Revenue allocation.)

- DPA
 - This request includes a decrease of \$47,715 for FY 2007-08 for the Department of Personnel and Administration's share of the recoverable MNT costs. Note that this more than 50% decrease in the DPA customer allocation is in part a result of the migration of several C-SEAP circuits from T-1 to DSL at significant savings.

Additional Revisions to Recoverable Costs

Additional adjustments that are routinely included in this request annually include updates of administrative/operational cost estimates and overhead. For example, historically the estimated personal services based administrative/operational costs that need to be recovered through billings to customers are allocated based on a variety of methods; individual position surveys, desk audits, employee/supervisor interviews, etc, and this portion of recoverable program costs was thoroughly reviewed and updated coincidental with the beginning of the current fiscal year. To some degree, these types of adjustments should be expected. During any fiscal year, or other time period analyzed, there will be certain areas/functions where costs to support a service may come in under initial projections, the actual consumption of a particular service may turn out to be higher than originally anticipated, or the internal resources allocated to a certain function may change. This is especially relevant in the case of MNT as a result of the transition from the construction phase of MNT to the implementation phase and finally to the operational phase. Note that Attachment A to this request includes current estimates of FY 2007-08 recoverable costs by component, along with recommended allocations to customer agencies statewide.

Additional Spending Authority Needs in Network Services for FY 2007-08

As described above (with specific calculations included at Attachment A) increases in MNT circuit inventory year over year as contained in this request total approximately \$2.1 million. While the other components of recoverable costs have been adjusted from prior levels via this request, the net

change from these components (non-circuit expenses) is only approximately \$320,000 (which represents approximately 2.5% of total recoverable costs).

In many prior fiscal years it has been evident when contemplating the MNT Common Policy for the budget request year that the updates to MNT recoverable program costs were at a level that did not require an increase to the appropriated spending authority in DoIT Network Services, which is where the MNT program is budgeted. However, based upon the significant scope of the circuit increase and the resulting increase in recoverable costs for FY 2007-08 (\$2.5 million year-over-year as referenced previously), the Department will require additional cash funds exempt spending authority in order to ensure that the Department is able to pay vendors and pay other invoices throughout the fiscal year that are associated with the provision of MNT – essentially, DPA can bill agencies and collect revenue based upon the proposed allocations to agencies, however, DPA would be unable to spend the full amount of the revenue collected from the MNT billings absent the additional spending authority. In addition, since MNT is a subset of Network Services, which provides various other critical voice and data services to State agencies, political subdivisions, local government entities, etc., and direct bills these entities for services provided, not granting the spending authority increase that is included in this request for Network Services Operating Expenses would inadvertently leave Network Services in a position where it would not have the flexibility necessary to respond to customer needs and demand each fiscal year absent multiple supplemental and emergency supplemental requests which would unnecessarily burden the Executive and Legislative branches of State government. For reference, many of the associated customer circuits include hospitals, schools, libraries, qualified non-profits, State Departments and political subdivisions, and other critical ports of entry, which should responsibly be provisioned at desired levels without any potential break in service.

Ultimately, it is important to consider the increased spending authority in the context of both MNT and Network Services obligations, and appropriated resources, as a whole in order to determine the appropriate level of spending authority for Network Services Operating Expenses for FY 2007-08, rather than calculating based only upon the MNT recoverable costs. After a thorough analysis of current obligations, historical expenditures, and projections for next fiscal year, it appears that approximately \$900,000 in cash funds exempt spending authority can be leveraged from the current base Network Services Operating Expenses line item and reallocated to MNT, thus reducing the need for additional spending authority as a result of this request from an initial incremental need of \$2.5 million to \$1,607,154 as identified on the attached Schedule 6. This is in part a result of efficiencies and savings from other Network Services programs and applications, most notably savings associated with the State's new long distance contract.

Available Alternatives

Alternative #1 –

Alternative #1 seeks an adjustment to statewide allocations for MNT based upon updated circuit inventory, and updates to the recoverable cost basis, and would grant additional spending authority in the Network Services Operating Expenses line item that allow DPA to adequately provision the MNT for FY 2007-08. Alternative #1 is equitable and consistent with the Truth-in-Rates

methodology, and prior OSPB and JBC actions. In addition, this alternative facilitates the uninterrupted provision of MNT services to the statewide customer base at optimal levels.

Alternative #2 –

Alternative #2 would continue with the status quo, which would be inequitable, inconsistent with the Truth-in-Rates methodology, and would result in the inability of DPA/DoIT to maintain its statutory charge of cost recovery.

Assessment of Alternatives

Alternative #1

Alternative 1 is the recommended alternative as it will allow for the continued provision of MNT at necessary service levels for the benefit of customers statewide, updates recoverable costs to represent current cost assumptions and estimates, will update allocations/appropriations to customers statewide based upon the most current utilization data available, and provides for cost recovery as defined in statute.

Alternative #2-- Do Nothing

Alternative 2 is not recommended, as it would not realign agency appropriations and billings to reflect current utilization and program costs. This would inequitably result in some agencies essentially being under billed for MNT, while other agencies would unfairly be burdened by being forced to pay for excessive telecommunications billings from continuation level MNT and operating appropriations. In addition, this alternative would not allow the Department to recover its costs as statutorily required, and could divert resources unnecessarily from other Network Services applications and services offerings to MNT, resulting in cross-subsidization which would likely lead to federal audit concerns. The end result would be that at sometime during FY 2007-08, DoIT would likely exceed its appropriation resulting in either a curtailment of services or a significant over-expenditure coupled with multiple statutory violations.

Linkage to Objectives

DPA FY 2007-08 Strategic Plan:

Departmental goal: *Maintain the Truth-in-Rates Philosophy Departmentwide.*

Associated objectives included the following: *Continue the Truth-in-Rates philosophy to ensure that rates recover the cost of services and remain competitive.*

Departmental goal: *Create and Enhance Stakeholder Relationships.*

Associated objectives included the following: *Facilitate and coordinate statewide and Common Policy related Change Requests and legislation that affects multiple stakeholders and State departments.*

Departmental goal: *Play a Central Role in Using Information Technology to Streamline Government.*

Associated objectives included the following: *Continue to maximize network and computer infrastructure priorities to generate optimal capacity and efficiencies in costs.*

Recommendation

As outlined above, for multiple statutory and practical purposes, the Department's recommends Alternative #1.

ATTACHMENT A

DPA/DoIT FY08

This table summarizes the FY08 MNT Common Policy vs. FY07 MNT Appropriation

| DEPT | Department Name | FY08 | | | Net Increase (Decease) | Percent Change |
|-------|--|----------------------------|-----------------------|------|---------------------------|-------------------|
| | | FY07 Long Bill MNT Line | Requested MNT Line | Note | | |
| AAA | Department of Personnel & Administration | \$ 89,122 | \$ 41,407 | 5 | \$ (47,715) | -54% |
| BAA | Department of Agriculture | \$ 19,098 | \$ 16,650 | | \$ (2,448) | -13% |
| CAA | Department of Corrections | \$ 1,043,094 | \$ 1,091,623 | | \$ 48,529 | 5% |
| DAA | Department of Education | \$ 40,923 | \$ 33,305 | | \$ (7,618) | -19% |
| EAA | Office of the Governor | \$ 46,380 | \$ 48,633 | | \$ 2,253 | 5% |
| FAA | Department of Public Health and Environment | \$ 148,234 | \$ 144,318 | | \$ (3,916) | -3% |
| GAA | Department of Higher Education | \$ - | \$ - | | \$ - | |
| HAA | Department of Transportation (Not Approp) | \$ 947,606 | \$ 1,163,283 | 1 | \$ 215,677 | 23% |
| IHA | Department of Human Services | \$ 2,096,192 | \$ 2,067,023 | | \$ (29,169) | -1% |
| JAA | Judicial (JAA + PD (JCA)) | \$ 510,179 | \$ 548,088 | | \$ 37,909 | 7% |
| JAA | Judicial (JAA) | \$ 311,928 | \$ 309,135 | | \$ (2,793) | |
| JCA | Judicial - Public Defender (JCA) | \$ 198,251 | \$ 238,953 | | \$ 40,702 | |
| KA | Department of Labor & Employment | \$ 111,857 | \$ 88,809 | | \$ (23,048) | -21% |
| LAA | Department of Law | \$ - | \$ - | | \$ - | |
| MAA | General Assembly | \$ - | \$ - | | \$ - | |
| NAA | Department of Local Affairs | \$ 81,847 | \$ 83,260 | | \$ 1,413 | 2% |
| OAA | Department of Military Affairs | \$ 423,785 | \$ 385,937 | | \$ (37,848) | -9% |
| PAA | Department of Natural Resources | \$ 840,295 | \$ 955,061 | | \$ 114,766 | 14% |
| RAA | Department of Public Safety | \$ 927,599 | \$ 981,907 | | \$ 54,308 | 6% |
| SAA | Department of Regulatory Agencies | \$ 2,728 | \$ - | 2 | \$ (2,728) | -100% |
| TAA | Department of Revenue | \$ 1,712,420 | \$ 2,194,259 | 3 | \$ 481,839 | 28% |
| TAA | Department of Revenue - Admin | \$ 1,370,482 | \$ 1,876,298 | | \$ 505,816 | 37% |
| TFA | Department of Revenue - Lottery | \$ 341,938 | \$ 317,958 | | \$ (23,980) | -7% |
| UHA | Department of Health Care Policy & Finance | \$ - | \$ - | | \$ - | |
| VAA | Secretary of State | \$ 52,746 | \$ 1,757,699 | 4 | \$ 1,704,953 | 3232% |
| WAA | Department of Treasury | \$ - | \$ - | | \$ - | |
| STATE | TOTAL BILLING ALL STATE AGENCIES | \$ 9,094,105 | \$11,601,259 | | \$2,507,154 | 28% |
| | TOTAL BILLING ALL STATE AGENCIES (appropriated) | \$ 8,146,499 | \$10,437,976 | | \$2,291,477 | 28% |

Note: This table indicates the net increase (decrease) for MNT by Department FY08 vs. FY07 Long Bill

- Note 1** Result of increased network bandwidth due to VoIP and growth in general - CDOT is not appropriated, for reference only.
- Note 2** Regulatory Agencies no longer has any MNT connections other than internet
- Note 3** Revenue has continued to increase their bandwidth needs as they migrate several county circuits from 64k to T-1
- Note 4** This reflects the sharp increase in network capacity required to support HAVA and eFORT.
- Note 5** Several CSEAP circuits were changed from T-1 to DSL at a significant savings.

ATTACHMENT A – Continued

| MNT Cost Details | FY08 Req. |
|---|----------------------|
| Circuits - All Vendors | \$ 8,412,000 |
| Circuits - NRC | \$ 375,000 |
| NMS based July 2006 | \$ 396,000 |
| OCC | \$ - |
| Equipment Maintenance | \$ 500,000 |
| LATA Crossing Costs | \$ 156,000 |
| FRGP (Internet) fees | \$ 120,000 |
| Subtotal MNT program Costs | \$ 9,959,000 |
| Personnel Costs | \$ 845,365 |
| POTS | \$ 91,417 |
| Allocated Overhead | \$ 429,026 |
| Indirect Costs | \$ 28,006 |
| Central Appropriations | \$ 183,441 |
| Subtotal w/o ANAP | \$ 11,536,255 |
| ANAP fees | \$ 365,004 |
| Non-Qwest aggregation costs | \$ 780,000 |
| Total MNT Program Costs | \$ 12,681,259 |
| Amount from NSA | \$ 1,080,000 |
| Amount from State Agencies | \$ 11,601,259 |
| TOTAL MNT BILLING | \$ 12,681,259 |
| <i>total MNT billing State Agencies</i> | <i>\$ 11,601,259</i> |

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Statewide Decision
Item #2

**Schedule 6
FY 2007-08 STATEWIDE DECISION ITEM REQUEST**

Department: Personnel and Administration
 Priority Number: Statewide Decision Item #2
 Division: Division of Central Services
 Program: State Fleet Management
 Request Title: FY 2007-08 Vehicle Replacements

Dept. Approval: *[Signature]*
 OSPB Approval: *[Signature]*
 Statutory Citation:
 Budget Analyst: Cindy Arcuri

Date: November 1, 2006
 Date: 11/1/06
 Date: 11/1/06

| Long Bill Line Item | Fund Source | 1 Prior-Year Actual FY 2005-06 | 2 Appropriation FY 2006-07 | 3 Supplemental Request FY 2006-07 | 4 Total Revised Request FY 2006-07 | 5 Base Request FY 2007-08 | 6 Decision/Base Reduction FY 2007-08 | 7 November 1 Request FY 2007-08 | 8 Budget Amendment FY 2007-08 | 9 Total Revised Request FY 2007-08 | 10 Change from Base in Out Year FY 2008-09 |
|--|--------------|--------------------------------------|----------------------------------|--|---|---------------------------------|---|--|--|---|---|
| Total of all line items | Total | \$11,614,826 | \$13,832,598 | \$0 | \$13,832,598 | \$13,832,598 | \$1,155,931 | \$14,988,529 | \$0 | \$14,988,529 | \$2,929,532 |
| | FTE | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | GF | 272 | 2,910 | 0 | 2,910 | 2,910 | 0 | 2,910 | 0 | 2,910 | 0 |
| | CF | 1,691,364 | 1,847,561 | 0 | 1,847,561 | 1,847,561 | 100,454 | 1,948,015 | 0 | 1,948,015 | 301,363 |
| | CFE | 9,923,190 | 11,982,127 | 0 | 11,982,127 | 11,982,127 | 1,055,477 | 13,037,604 | 0 | 13,037,604 | 2,628,169 |
| | FF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Executive Office, Vehicle Lease Payments (DPA Share of Statewide Adjustment) | Total | \$110,215 | \$182,271 | \$0 | \$182,271 | \$182,271 | \$30,699 | \$212,970 | \$0 | \$212,970 | \$92,096 |
| | FTE | | | | | | | | | | |
| | GF | 272 | 2,910 | | 2,910 | 2,910 | | 2,910 | | 2,910 | |
| | CF | | | | | | | | | | |
| | CFE | 109,943 | 179,361 | | 179,361 | 179,361 | 30,699 | 210,060 | | 210,060 | 92,096 |
| FF | | | | | | | | | | | |
| Division of Central Services, Fleet Management Program & Motor Pool Services, Vehicle Replacement Lease, Purchase or Lease/Purchase | Total | \$11,504,611 | \$13,650,327 | \$0 | \$13,650,327 | \$13,650,327 | \$1,125,232 | \$14,775,559 | \$0 | \$14,775,559 | \$2,837,436 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | | | | | |
| | CF | 1,691,364 | 1,847,561 | | 1,847,561 | 1,847,561 | 100,454 | 1,948,015 | | 1,948,015 | 301,363 |
| | CFE | 9,813,247 | 11,802,766 | | 11,802,766 | 11,802,766 | 1,024,778 | 12,827,544 | | 12,827,544 | 2,536,073 |
| FF | | | | | | | | | | | |

Letter Notations:

Cash Fund Name/Number: Fund 607

IT Request: No

Supplemental and Budget Amendment Criteria: New Data

Request for New or Replacement Vehicles: No

Request Affects Another Department(s): Yes - Statewide Decision Item impacting multiple departments.

FY 2007-08 Statewide Decision Item Request

Efficiency and Effectiveness Analysis

Department: Department of Personnel & Administration

Long Bill Group/Division: Division of Central Services, State Fleet Management (SFM)

Request Title: FY 2007-08 Vehicle Replacements

Priority Number: Statewide Decision Item #2

Summary of Request

This is a statewide Common Policy Decision Item for FY 2007-08 to increase State agency appropriations by a total of \$1,180,112 (\$3,002,076 annualized for FY 2008-09) in order to replace a total of 656 fleet vehicles (including 140 Department of Public Safety vehicles) within the State Fleet Management (SFM) Program for FY 2007-08. In addition, State Fleet Management (SFM) will require \$1,125,232 of offsetting spending authority (\$100,454 of cash funds and \$1,024,778 of cash funds exempt) in order to purchase these vehicles on behalf of its user agencies. For reference, the annualized FY 2008-09 impact, as identified on the attached Schedule 6, is \$2,837,436 of offsetting spending authority for SFM (\$301,363 cash funds and \$2,536,073 of cash funds exempt).

The vehicles requested for replacement were identified using SFM's replacement methodology developed over the last four years (described below). The mileage and cost criteria are primarily the same as those approved for the replacements authorized in FY 2006-07, with additional consideration given for excessive vehicle age (see Attachment A for specific departmental vehicle replacements).

Problem or Opportunity Definition

This request is submitted on an annual basis through the combined efforts of SFM, OSPB, and the various State agencies that participate in the State Fleet Management Program:

Fleet replacements were under funded during recent fiscal years when the State was under severe budgetary constraints. This has put significant upward pressure on maintenance expense (39% increase in maintenance cost per mile since FY 1999-00) and has negatively impacted the reliability and safety of the fleet. Using sound economic rationale for replacement decisions and funding consistent and reasonable levels of replacements will enable SFM to minimize future increases in vehicle maintenance and ensure a reliable, cost effective fleet infrastructure, while minimizing the net impact to the General Fund.

SFM Vehicle Replacement Methodology

Strategy: Replace only the highest cost vehicles in each vehicle class with consideration to the given fiscal and budgetary constraints.

Methodology Overview: The current methodology uses the following basic criteria in a series of logical steps to arrive at the final proposed replacement list:

- Both very high total mileage and very low annual mileage are used as criteria for either selecting vehicles for replacement, or for retaining vehicles in the fleet.
- Anticipated cost of maintenance compared to like vehicles is calculated and ranked, ordered from most costly to least costly.
- Vehicle age is considered and very old vehicles are selected for rotation. These vehicles are not part of the proposal for replacement funding, but as vehicles are turned in for replacement over the next two years, a formal effort will be made to swap out very old low use vehicles with somewhat newer vehicles that have exhausted their normal life cycle.
- Vehicle placement and usage is considered, with extra consideration given to State Patrol vehicles due to performance and safety issues. Low usage “campus crawler” type vehicles are held longer than other vehicles and may become candidates for rotation as described above.
- Manual adjustments are made based on agency input and vehicle-by-vehicle SFM analysis.
- A financial analysis is performed to insure that there is solid economic justification for the proposed level of replacements.
- Finally, budgetary constraints and impacts of known fleet initiatives and legislative actions are considered in developing the final proposal.

Step by Step Methodology Description:

Step 1. Initial Screen: The initial candidate list is generated from the Colorado Automotive Reporting System (CARS) using a minimum threshold for further replacement consideration. An extraction is done that lists all vehicles projected to meet the following requirements by the time it is proposed that the new vehicles would be delivered by the final quarter of FY 2007-08:

- Non Colorado State Patrol (CSP) vehicles must be projected to have greater than 100,000 miles,
- CSP vehicles must have greater than 80,000 miles for patrol vehicles and greater than 40,000 for motorcycles, and
- A vehicle that will be 12 years old or older at the time that the proposed replacement would occur.

Rationale: This initial screen limits the replacement candidates based upon a logical minimum standard. Mileage is projected through June of the budget request year to include all vehicles that will meet the criteria within the request year. This is only the

entry point into the process, and vehicles must meet these minimum criteria for further consideration as replacement candidates.

Step 2. Manual Adjustments: Decisions on vehicle replacement should not be made on the basis of the mileage criterion or vehicle age alone. The ideal process would involve a detailed mechanical evaluation of each replacement candidate by a qualified technician, and the decision would be based on the projected costs involved to maintain the vehicle over the next one to two years. This level of analysis is not practical for the State and is not feasible for all but the smallest fleets due to the labor intensive nature of such analysis, along with resource limitations. However, SFM can use additional information and resources that are readily available to further refine the candidate list to make sure the right vehicles are ultimately replaced.

- **Agency retention requests**

Rationale: State Fleet Management confers with agencies concerning proposed replacements, taking into consideration factors such as internal rotations, cascading vehicle assignments for additional use, and other extensions to a vehicle's life. No one knows the individual vehicles better than agency Vehicle Coordinators and the users of the vehicles. SFM uses agency input to eliminate vehicles from the replacement analysis that, in an agency's opinion, are in good condition considering mileage and age. SFM also uses agency input to keep vehicles on the replacement list that are in exceptionally poor condition, create an unacceptable safety risk, or are not meeting the functional requirements of the agency, even in some cases when the vehicle does not meet typical replacement criteria.

- **Vehicles with major recent repairs (New engine, transmission, etc.)**

Rationale: The most recent 12 months of repairs are analyzed to identify any individual repairs that required significant expenditures (typically in excess of \$3,000 for an individual repair). If the State has recently made a significant investment, replacing a major component of a vehicle, we should expect that the cost to operate the vehicle over the short-term should be reduced, and we should not replace such vehicles until we have had the opportunity to benefit from that investment.

- **Vehicles in the low cost, low mile work functions**

Rationale: Vehicles in this category are typically maintenance and support vehicles used in campus type environments. They are typically low mileage (approximately 1,000 miles per year), are often very old, and may have a high cost per mile even though the total annual operating cost is very low. Ideally, these vehicles should be replaced with used, but safe and operable vehicles from vehicle turn-ins as part of the natural rotation of the fleet. Vehicles that are no longer suitable for high usage functions can often be used in these maintenance type roles without incurring significant repairs, and it is often not economically justifiable to purchase brand new vehicles into these very low use

assignments. Therefore, only the very worst of these vehicles are included in the final submission for replacement.

- **Very high mileage vehicles (>140,000)**

Rationale: Vehicles with this mileage projection are at least 40 percent over the State's minimum mileage replacement criterion. At this point, it is reasonable to expect vehicles to deteriorate rapidly, with costly major component breakdowns, and to expect reliability and safety concerns to rapidly increase. Cost effective operation of such vehicles is highly unlikely after this mileage threshold is reached. In fact, in a less restrictive fiscal environment, SFM would typically recommend lower thresholds.

Step 3. Rank Highest Priority to Lowest Priority:

Rationale: All of the vehicles based on the initial screening criteria meet the basic requirements for replacement. These vehicles are nearly all high-mileage, high-cost and are primarily older vehicles. While all of these vehicles meet the basic criteria for the replacement cycle, the challenge is to make sure that the worst of these vehicles are identified, so that only the worst of the worst will be replaced given any level of funding. By comparing these vehicles to the average vehicle of similar age and type, we are able to identify the vehicles that display the greatest operational cost variance from the average. Those that have much higher than average costs, will rank out higher than those with lower than average costs. This way we can identify the worst vehicles (from a cost standpoint) and make sure these are identified with the highest priority.

- **All State Patrol vehicles meeting the minimum criteria will be submitted.**

State Patrol vehicles are not included in this ranking. State Patrol vehicles have utilization requirements, performance, safety, and reliability issues that require replacement on a 3-year 80,000-mile cycle.

Step 4. Further Considerations to Determine Final List: The fleet does not operate in a static environment. Changes in the budgetary environment, evolving agency needs, historical funding patterns for the fleet, regulatory changes, legislative actions, and the impact of recent internal fleet initiatives can, and should be taken into consideration in developing the final request for any given year.

- **State funding capabilities**

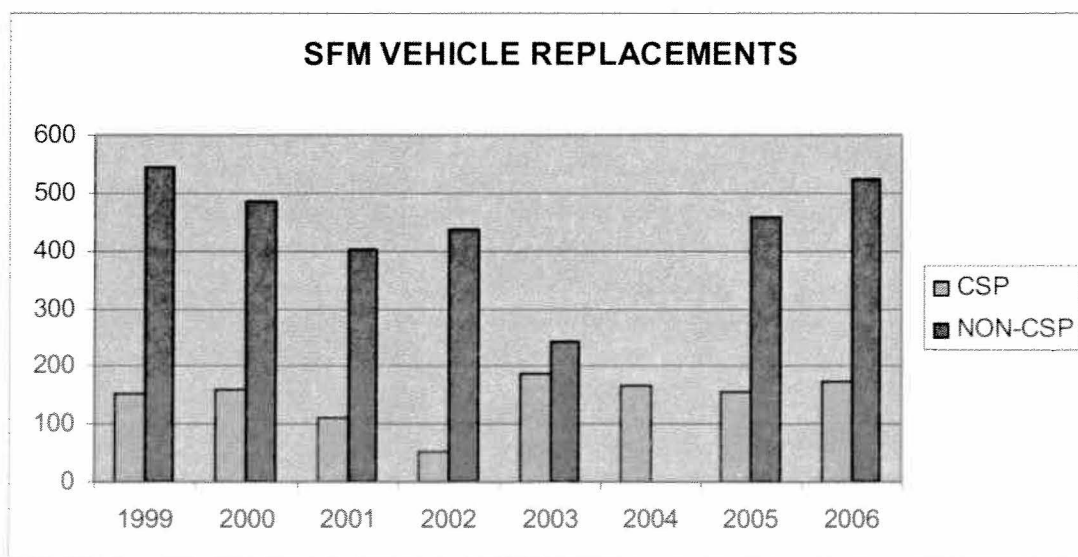
Rationale: In any given year, it is often not practical or feasible to replace all the vehicles necessary to maintain an optimal fleet, from a total cost of fleet perspective. When funds are scarce, it is especially important that the very worst of the worst are replaced so that the funds that are spent on the fleet can provide the optimal financial benefit to the State.

- **Impact of Fleet or Agency reduction initiatives**

Rationale: Initiatives undertaken by SFM and individual agencies to reduce the total number of vehicles in the fleet can affect the replacement process in two ways. First, by reducing the overall size of the fleet, the percentage of optimal replacements necessary to maintain the fleet each year produces a smaller number of candidates. Second, and most importantly, a large number of vehicles leaving the fleet inevitably include the worst vehicles in the fleet. These are also the same vehicles that should be the highest priority for replacement, and since they no longer need to be replaced, the number of requested replacements in that year, might be reduced.

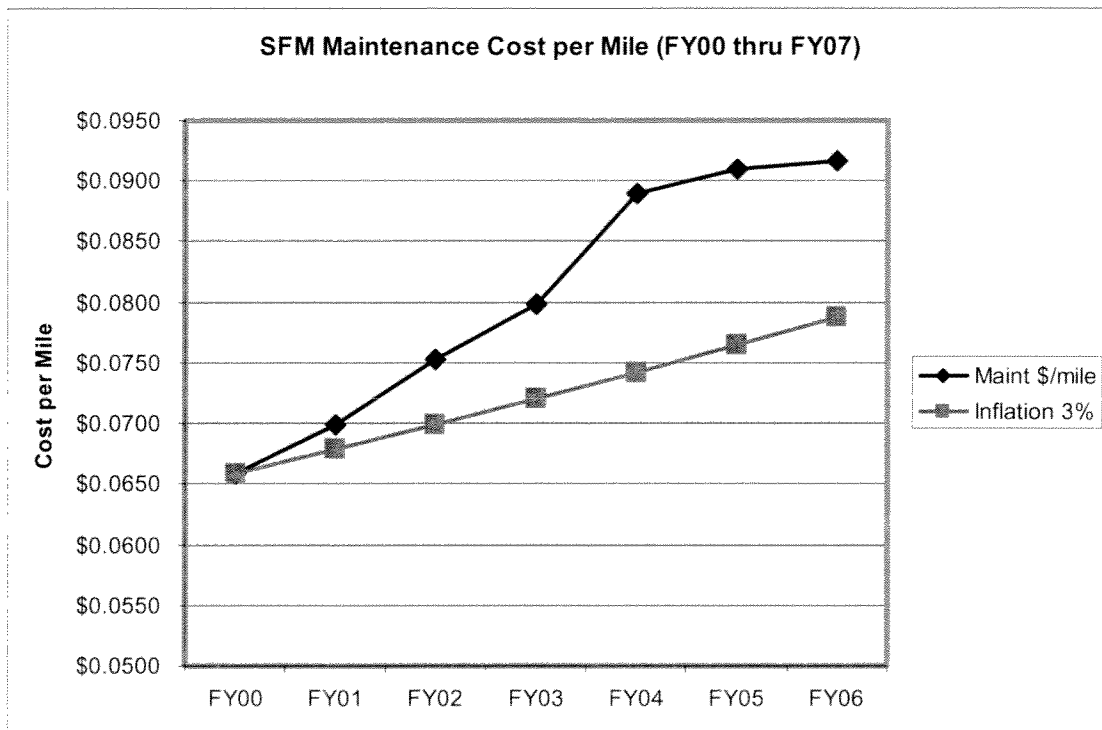
- **Prior year funding and replacement levels**

Rationale: Under-funding of replacements in previous years has put additional pressure on the fleet, and created an imperative for reasonable levels of replacements in subsequent years. With a mileage criterion of 100,000 miles and average annual miles per vehicle of 14,250, ($8 \times 14,250 = 114,000$) the State should be replacing approximately 1/8 of the non-CSP fleet or 550+ vehicles each year. Since FY 2000-01, the Joint Budget Committee and the General Assembly have only authorized replacement of an average of approximately 308 non-CSP vehicles per year, with none in FY 2003-04. Also, no general-funded vehicles were replaced in FY 2002-03, FY 2003-04, or FY 2004-05 exacerbating the cost and safety pressures placed on that component of the fleet. In FY 2005-06, the replacement program was back to a normal level and included all funding sources. This year's proposal is very similar to last year's approved level, and represents approximately 80 less vehicle replacements than the Department's initial FY 2006-07 recommendation that was developed and submitted at this time last year.



In aggregate, from FY 2000-01 thru FY 2004-05 the State has replaced approximately 1,540 non-CSP vehicles. Over that stretch of time, we would have expected to replace

3000 non-CSP vehicles. By this reasoning, the State is short on replacements by approximately 1,460 non-CSP vehicles through FY 2004-05; even counting the 458 non-CSP vehicles replaced that year. An aggressive and consistent replacement strategy is necessary to mitigate the effects of an aging fleet, including surging maintenance costs as well as safety concerns and increased downtime. These increasing costs are paid by agencies, historically without additional funding, in part through operating appropriations, while diminishing program efficiencies in other areas. Consistent replacements also prevent a further deterioration in the salvage value that SFM uses to offset agency fleet costs.



The State receives significant price breaks (sometimes in excess of 50% below retail) on new vehicles, all of which are under warranty. We also benefit from extremely low interest rates through aggressive competition for financing. A continuation of reasonable replacement levels will enable SFM to slow the erosion of vehicle safety and reliability, and reverse the increases in general fund expenditures for maintenance costs throughout the entire fleet. Existing vehicle needs strongly justify consistent and reasonable replacement budget for FY 2007-08.

Step 5: Economic Validation: The final step involves a financial analysis of the alternatives to make sure that the proposed replacements have a solid economic justification and represent an optimal financial decision for the State.

Available Alternatives:

Alternative #1

Replace all 1,747 vehicles at the 100,000 minimum mileage or 12 year vehicle age threshold.

Alternative #2 (Recommended)

Replace 656 vehicles as identified by the SFM replacement methodology. This alternative will somewhat mitigate the substantial spike in fleet maintenance expenses that has occurred over the past several years as a result of limited vehicle replacements. However, the level of recommended replacements under this alternative are still not optimal, and even though it is the most fiscally responsible alternative, an even more aggressive replacement strategy is necessary in order to truly address rising maintenance expenses. To further illustrate the scope of the problem, increasing maintenance expenses will still be a factor in the near future, even though vehicle replacements approved for FY 2004-05 and FY 2005-06 totaled approximately 1,587 vehicles.

Alternative #3

Replace the same 656 vehicles as in option #2, but replace with hybrid vehicles wherever it is possible. This would add an additional 140 hybrids to the fleet (65 small 4x4 SUV's and 95 sedans).

Alternative #4

Replace no vehicles. Fund additional maintenance and repair dollars required to keep these non-replaced vehicles operating beyond their originally intended term. There will be a considerable increase in operating expenses for vehicle maintenance, with additional reliability and safety risks, under this option, partially in FY 2007-08, and more significantly in FY 2008-09.

Statutory and Other Authority

C.R.S. 24-30-1101 through 1118, see specifically 24-30-1104(2) and 24-30-1112 through 1117

Linkage to Objectives

This request is linked to the following objective in the FY 2007-08 Strategic Plan:

Facilitate and coordinate statewide and Common Policy related change requests and legislation that affects multiple stakeholders and State departments.

Linkage of Budgetary Expenditures to the Full Range of Outcomes

State Fleet Management projects which fleet vehicles will have 100,000+ miles, and 80,000+ miles for State Patrol, in FY 2007-08. This action produces an “initial vehicle suspect” list. It is this list that supports Alternative #1 to replace 1,747 vehicles.

As stated above, State Fleet Management has applied additional criteria that take into consideration multiple factors that affect a vehicle’s useful economic life. A fleet vehicle’s past four years of maintenance and repair costs per mile are compared to the average cost per mile of maintenance and repair for that vehicle class, with anticipated high mileage expense added. The difference in projected cost is used to prioritize replacements, assuming that some vehicles are more critical to replace as they exceed the average cost per mile to maintain. Many other factors are then taken into account to assure that the worst vehicles in the fleet are the ones replaced. The attached list is now considered to be our “optimal candidate” list, and is the end result of applying all of the criteria previously discussed. This supports alternative #2.

Assessment of Alternatives

Alternative #1

Replace 1,747 vehicles at a 4-month prorated Agency cost for FY 2007-08 of \$2,459,325 (\$6,772,208 annualized). This alternative takes into consideration the minimum mileage criteria only. All vehicles expected to exceed 100,000+ miles (and 80,000+ miles for CSP) are included. This option is not based on sound economic evaluation, is arbitrary, and leads to the replacement of an unnecessarily high number of vehicles in any given year.

Alternative #2 – RECOMMENDED

Replace 656 vehicles at a 4-month prorated Agency cost for FY 2007-08 of \$1,180,112 (\$3,002,076 annualized). In addition, this alternative requires \$1,125,232 in additional spending authority in State Fleet Management for the purchase of the additional vehicles on behalf of user agencies. This alternative replaces an optimal number of vehicles, based on using the replacement criteria as described in the methodology, represents only a base level of replacements, and allows for fleet replacements on approximately an 8 year cycle. This alternative will help to mitigate the upward pressure on maintenance expenses that was described previously, and is fiscally responsible. Included in this alternative is the purchase of E-85 alternative fuel vehicles in every model category where this option is offered (usually at no additional cost). This is in accordance with Footnote 100a of the Long Bill for FY 2006-07, which states that “It is the intent of the General Assembly that the Department make every effort possible to purchase or lease/purchase flex fuel or hybrid vehicles, whenever possible.”

This recommended alternative also includes the purchase of 45 diesel vehicles for high mileage and heavy duty towing applications which should significantly extend the life of vehicles in these categories, while dramatically improving reliability and reducing

maintenance costs. (Note that even with this alternative, the average projected mileage at replacement for non-CSP vehicles will be 138,000 miles, and the average projected miles at replacement for CSP vehicles will be 108,000 miles.)

Alternative #3

Replace the same 656 vehicles as in option #2, but replace with hybrid vehicles wherever it is possible. The rationale for this alternative is to address concerns expressed by the Joint Budget Committee during FY 2006-07 Common Policy figure setting about the current overall fleet mileage per gallon, and the potential opportunity to increase overall fleet fuel efficiency with the purchase of hybrid vehicles.

This alternative would add an additional 140 hybrids to the fleet (65 small 4x4 SUV's and 95 sedans). The new 4-month prorated Agency cost for FY 2007-08 would be \$1,240,862 (\$3,181,010 annualized). It must be noted that although the FY 2007-08 cost under this alternative is only approximately \$60,000 greater than the recommended alternative (and \$180,000 more for FY 2008-09), this difference only represents the lease costs for short periods of time – a prorated FY 2007-08 payment and an annualized FY 2008-09 payment. Based on prior cost analysis during the past two fiscal years (and current prices have not changed much), the additional incremental cost for these 140 hybrids would be approximately \$1,104,000 over the life of the lease, or an average premium of \$7,886 per vehicle over the standard model that we purchase today.

For reference, purchasing even 140 hybrids as part of the current request as reflected in this alternative would begin to have a significant impact on the overall mileage per gallon, but at a high cost to the taxpayers. Using actual 2006 model year comparisons, fuel would have to be \$4.40 per gallon before a Ford Escape Hybrid would pay back over an 8 year cycle. Fuel would have to be at \$6.90 per gallon for a Honda Civic Hybrid to break even over 8 years. (See attached analysis.) Because of the long term cost premium for these vehicles at this time, this alternative is not recommended. State Fleet will continue to monitor the situation each year as fuel prices, hybrid premiums and incentives change.

Alternative #4

Replace no vehicles. By not replacing vehicles, SFM will likely face exceptionally high vehicle repairs (an estimated increase of \$1,146,000 in FY09) and the State may face extraordinary risk due to safety issues. Mission critical functions of some State entities would be compromised. Many of the repairs will be for major vehicle components that add extra cost to a vehicle that is diminishing in value.

Conclusion

Using a disciplined process involving projected mileage, ranking based on past costs and anticipated future costs, utilization characteristics, individual manual adjustments, and considering the current State fiscal environment, SFM is confident that this proposal accurately

identifies a replacement list that best benefits the fiscal and safety needs of the State, and the fleet needs of the individual State agencies.

Recommendations:

SFM recommends Alternative #2 to fund the replacement of 656 vehicles in FY 2007-08 at a prorated cost of \$1,180,112 (\$3,002,076 annualized). In addition, this alternative requires \$1,125,232 in additional spending authority in State Fleet Management for the purchase of the additional vehicles on behalf of user agencies. Approval of this request at recommended levels will allow State Fleet Management the opportunity to meet customer requirements of State agency customers for functionality and reliability while maintaining a safe, centralized, and cost effective fleet program for the benefit of the State.

**COLORADO STATE FLEET MANAGEMENT
VEHICLE REPLACEMENT CANDIDATES
FISCAL YEAR 2008 - Source: CARB Extractions July 17, 2006**
(Parameters: Project min. 1000 miles/Year 1999 and above/and no without base Rental)

**AGENCY SUMMARY COUNT
FLEET REPLACE 838
Without Replacement 1997**

| Count | Agency | Dept | Division | Subdiv | Subdiv | Body | Year | Model | Color | Body Description | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 | 2045 | 2046 | 2047 | 2048 | 2049 | 2050 | 2051 | 2052 | 2053 | 2054 | 2055 | 2056 | 2057 | 2058 | 2059 | 2060 | 2061 | 2062 | 2063 | 2064 | 2065 | 2066 | 2067 | 2068 | 2069 | 2070 | 2071 | 2072 | 2073 | 2074 | 2075 | 2076 | 2077 | 2078 | 2079 | 2080 | 2081 | 2082 | 2083 | 2084 | 2085 | 2086 | 2087 | 2088 | 2089 | 2090 | 2091 | 2092 | 2093 | 2094 | 2095 | 2096 | 2097 | 2098 | 2099 | 2100 | 2101 | 2102 | 2103 | 2104 | 2105 | 2106 | 2107 | 2108 | 2109 | 2110 | 2111 | 2112 | 2113 | 2114 | 2115 | 2116 | 2117 | 2118 | 2119 | 2120 | 2121 | 2122 | 2123 | 2124 | 2125 | 2126 | 2127 | 2128 | 2129 | 2130 | 2131 | 2132 | 2133 | 2134 | 2135 | 2136 | 2137 | 2138 | 2139 | 2140 | 2141 | 2142 | 2143 | 2144 | 2145 | 2146 | 2147 | 2148 | 2149 | 2150 | 2151 | 2152 | 2153 | 2154 | 2155 | 2156 | 2157 | 2158 | 2159 | 2160 | 2161 | 2162 | 2163 | 2164 | 2165 | 2166 | 2167 | 2168 | 2169 | 2170 | 2171 | 2172 | 2173 | 2174 | 2175 | 2176 | 2177 | 2178 | 2179 | 2180 | 2181 | 2182 | 2183 | 2184 | 2185 | 2186 | 2187 | 2188 | 2189 | 2190 | 2191 | 2192 | 2193 | 2194 | 2195 | 2196 | 2197 | 2198 | 2199 | 2200 | 2201 | 2202 | 2203 | 2204 | 2205 | 2206 | 2207 | 2208 | 2209 | 2210 | 2211 | 2212 | 2213 | 2214 | 2215 | 2216 | 2217 | 2218 | 2219 | 2220 | 2221 | 2222 | 2223 | 2224 | 2225 | 2226 | 2227 | 2228 | 2229 | 2230 | 2231 | 2232 | 2233 | 2234 | 2235 | 2236 | 2237 | 2238 | 2239 | 2240 | 2241 | 2242 | 2243 | 2244 | 2245 | 2246 | 2247 | 2248 | 2249 | 2250 | 2251 | 2252 | 2253 | 2254 | 2255 | 2256 | 2257 | 2258 | 2259 | 2260 | 2261 | 2262 | 2263 | 2264 | 2265 | 2266 | 2267 | 2268 | 2269 | 2270 | 2271 | 2272 | 2273 | 2274 | 2275 | 2276 | 2277 | 2278 | 2279 | 2280 | 2281 | 2282 | 2283 | 2284 | 2285 | 2286 | 2287 | 2288 | 2289 | 2290 | 2291 | 2292 | 2293 | 2294 | 2295 | 2296 | 2297 | 2298 | 2299 | 2300 | 2301 | 2302 | 2303 | 2304 | 2305 | 2306 | 2307 | 2308 | 2309 | 2310 | 2311 | 2312 | 2313 | 2314 | 2315 | 2316 | 2317 | 2318 | 2319 | 2320 | 2321 | 2322 | 2323 | 2324 | 2325 | 2326 | 2327 | 2328 | 2329 | 2330 | 2331 | 2332 | 2333 | 2334 | 2335 | 2336 | 2337 | 2338 | 2339 | 2340 | 2341 | 2342 | 2343 | 2344 | 2345 | 2346 | 2347 | 2348 | 2349 | 2350 | 2351 | 2352 | 2353 | 2354 | 2355 | 2356 | 2357 | 2358 | 2359 | 2360 | 2361 | 2362 | 2363 | 2364 | 2365 | 2366 | 2367 | 2368 | 2369 | 2370 | 2371 | 2372 | 2373 | 2374 | 2375 | 2376 | 2377 | 2378 | 2379 | 2380 | 2381 | 2382 | 2383 | 2384 | 2385 | 2386 | 2387 | 2388 | 2389 | 2390 | 2391 | 2392 | 2393 | 2394 | 2395 | 2396 | 2397 | 2398 | 2399 | 2400 | 2401 | 2402 | 2403 | 2404 | 2405 | 2406 | 2407 | 2408 | 2409 | 2410 | 2411 | 2412 | 2413 | 2414 | 2415 | 2416 | 2417 | 2418 | 2419 | 2420 | 2421 | 2422 | 2423 | 2424 | 2425 | 2426 | 2427 | 2428 | 2429 | 2430 | 2431 | 2432 | 2433 | 2434 | 2435 | 2436 | 2437 | 2438 | 2439 | 2440 | 2441 | 2442 | 2443 | 2444 | 2445 | 2446 | 2447 | 2448 | 2449 | 2450 | 2451 | 2452 | 2453 | 2454 | 2455 | 2456 | 2457 | 2458 | 2459 | 2460 | 2461 | 2462 | 2463 | 2464 | 2465 | 2466 | 2467 | 2468 | 2469 | 2470 | 2471 | 2472 | 2473 | 2474 | 2475 | 2476 | 2477 | 2478 | 2479 | 2480 | 2481 | 2482 | 2483 | 2484 | 2485 | 2486 | 2487 | 2488 | 2489 | 2490 | 2491 | 2492 | 2493 | 2494 | 2495 | 2496 | 2497 | 2498 | 2499 | 2500 |
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HYBRID BREAK-EVEN ANALYSIS

FORD ESCAPE HYBRID VS. JEEP LIBERTY (base model)

ASSUMPTIONS:

Annual miles driven = 14,250 miles
Mile per gallon basic model = 18 mpg
Mile per gallon hybrid = 28 mpg
Fuel cost per gallon (State cost) = \$ 4.05 \$/gal. = approx. \$ 4.40 regular @ pump
No appreciable maintenance cost difference.

Annual gallons used per year (annual miles / estimated miles per gallon):

| | |
|---------------|-------------|
| Basic Model = | 792 gallons |
| Hybrid = | 509 gallons |
| Difference = | 283 gallons |

Annual savings per year = annual gallons difference * fuel cost per gallon = \$ 1,145

Payback in years at different assumed premiums (premium/annual savings):

| Hybrid Premium | Payback (Years) |
|-------------------|--------------------|
| \$ 9,167 | 8.0 years |

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Non-Prioritized

**Schedule 6
FY 2007-08 DECISION ITEM REQUEST**

Department: Personnel and Administration
 Priority Number: Statewide Decision Item #NP - 1
 Division: Division of Information Technology
 Program: Computer Services
 Request Title: Statewide E-mail Consolidation Project

Dept. Approval: *[Signature]*
 OSPB Approval: *[Signature]*
 Statutory Citation:
 Budget Analyst: Robb Fuller

Date: November 1, 2006
 Date: 11/1/06
 Date: 11/1/06

| Long Bill Line Item | Fund Source | 1 Prior-Year Actual FY 2005-06 | 2 Appropriation FY 2006-07 | 3 Supplemental Request FY 2006-07 | 4 Total Revised Request FY 2006-07 | 5 Base Request FY 2007-08 | 6 Decision/Base Reduction FY 2007-08 | 7 November 1 Request FY 2007-08 | 8 Budget Amendment FY 2007-08 | 9 Total Revised Request FY 2007-08 | 10 Change from Base in Out Year FY 2008- 09 |
|--|-------------|--------------------------------------|----------------------------------|--|---|---------------------------------|---|--|--|---|--|
| Total of all line items | Total | \$8,884,594 | \$8,781,514 | \$0 | \$8,781,514 | \$8,845,103 | \$2,977,540 | \$11,822,643 | \$0 | \$11,822,643 | \$3,017,933 |
| | FTE | 37.6 | 40.8 | 0.0 | 40.8 | 40.8 | 5.0 | 45.8 | 0.0 | 45.8 | 5.0 |
| | GF | 0 | 0 | 0 | 0 | 0 | 2,977,540 | 2,977,540 | 0 | 2,977,540 | 3,017,933 |
| | CF | 127,766 | 127,742 | 0 | 127,742 | 127,487 | 0 | 127,487 | 0 | 127,487 | 0 |
| | CFE | 8,756,828 | 8,653,772 | 0 | 8,653,772 | 8,717,616 | 0 | 8,717,616 | 0 | 8,717,616 | 0 |
| | FF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Division of Information Technology, Computer Services Personal Services | Total | \$2,867,686 | \$2,600,164 | \$0 | \$2,600,164 | \$2,663,753 | \$1,087,331 | \$3,751,084 | \$0 | \$3,751,084 | \$1,587,331 |
| | FTE | 37.6 | 40.8 | | 40.8 | 40.8 | 5.0 | 45.8 | | 45.8 | 5.0 |
| | GF | | | | | | 1,087,331 | 1,087,331 | | 1,087,331 | 1,587,331 |
| | CF | 127,766 | 127,742 | | 127,742 | 127,487 | | 127,487 | | 127,487 | |
| | CFE | 2,739,920 | 2,472,422 | | 2,472,422 | 2,536,266 | | 2,536,266 | | 2,536,266 | |
| | FF | | | | | | | | | | |
| Division of Information Technology, Computer Services, Operating Expenses | Total | \$6,016,908 | \$6,181,350 | \$0 | \$6,181,350 | \$6,181,350 | \$1,890,209 | \$8,071,559 | \$0 | \$8,071,559 | \$1,430,602 |
| | FTE | | | | | | | | | | |
| | GF | | | | | | 1,890,209 | 1,890,209 | | 1,890,209 | 1,430,602 |
| | CF | | | | | | | | | | |
| | CFE | 6,016,908 | 6,181,350 | | 6,181,350 | 6,181,350 | | 6,181,350 | | 6,181,350 | |
| | FF | | | | | | | | | | |

Letter Notations:
 Cash Fund Name/Number: Fund 602
 IT Request: No
 Decision Item Criteria: New Data
 Request for New or Replacement Vehicles: No
 Request Affects Another Department(s): No

**Schedule 6
FY 2007-08 DECISION ITEM REQUEST**

Department: Personnel and Administration
 Priority Number: DPA Decision Item #NP-1
 Division: Division of Central Services
 Program: Integrated Document Factory
 Request Title: Data Entry Costs (Department of Revenue request title)

Dept. Approval: [Signature]
 OSPB Approval: [Signature]
 Statutory Citation:
 Budget Analyst: Cindy Arcuri

Date: November 1, 2006
 Date: 11/1/06
 Date: 11/1/06

| Long Bill Line Item | Fund Source | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|-------------|------------------------------|--------------------------|---------------------------------|----------------------------------|-------------------------|------------------------------------|-------------------------------|-----------------------------|----------------------------------|---|
| | | Prior-Year Actual FY 2005-06 | Appropriation FY 2006-07 | Supplemental Request FY 2006-07 | Total Revised Request FY 2006-07 | Base Request FY 2007-08 | Decision/Base Reduction FY 2007-08 | November 1 Request FY 2007-08 | Budget Amendment FY 2007-08 | Total Revised Request FY 2007-08 | Change from Base In Out Year FY 2008-09 |
| Total of all line items | Total | \$2,674,041 | \$2,433,690 | \$0 | \$2,433,690 | \$2,433,690 | \$112,040 | \$2,545,730 | \$0 | \$2,545,730 | \$112,040 |
| | FTE | 46.7 | 46.70 | 0.0 | 46.70 | 46.70 | 0.00 | 46.70 | 0.0 | 0.00 | 5.00 |
| | GF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | CF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | CFE | 2,674,041 | 2,433,690 | 0 | 2,433,690 | 2,433,690 | 112,040 | 2,545,730 | 0 | 2,545,730 | 112,040 |
| | FF | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Division of Central Services, Document Solutions Group, Personal Services | Total | \$2,674,041 | \$2,433,690 | \$0 | \$2,433,690 | \$2,433,690 | \$112,040 | \$2,545,730 | \$0 | \$2,545,730 | \$112,040 |
| | FTE | 46.7 | 46.7 | | 46.7 | 46.7 | | 46.7 | | | |
| | GF | | | | | | | | | | |
| | CF | | | | | | | | | | |
| | CFE | 2,674,041 | 2,433,690 | | 2,433,690 | 2,433,690 | 112,040 | 2,545,730 | | 2,545,730 | 112,040 |
| | FF | | | | | | | | | | |

Note that this Schedule 6 represents additional spending authority that corresponds to a Department of Revenue FY 2007-08 Decision Item Request for Data Entry Costs (DOR Priority #2 of 9)

Letter Notations:

Cash Fund Name/Number: Fund 601

IT Request: No

Decision Item Criteria: New Data

Request for New or Replacement Vehicles: No

Request Affects Another Department(s): No

Schedule 11

Form 990-BL (2015)

**Department
of
Personnel & Administration**



DPA

Schedule 11

FY 2007-08

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Schedule 11.A
Cash Fund Status for: Supplier Database - Fund 281
C.R.S Citation: 24-102-202.5

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 34,843 | 2,753 | 796 | 7,320 | 11,897 |
| Exempt Revenue | 0 | 0 | 0 | 0 | 0 |
| Non-Exempt Revenue | 230,141 | 230,030 | 264,535 | 272,471 | 280,645 |
| Total Expenditures | 262,231 | 231,987 | 258,010 | 267,894 | 274,630 |
| Ending Balance | 2,753 | 796 | 7,320 | 11,897 | 17,912 |
| Fund Balance Increase/Decrease | (32,090) | (1,957) | 6,525 | 4,576 | 6,015 |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|---------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| 1. BIDS Registration Fees | 230,141 | 230,030 | 264,535 | 272,471 | 280,645 |
| 2. Fee Name | | | | | |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|-------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | 34,810 | (14,093) | 797 |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 90,510 | 43,268 | 38,278 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|---|
| Purpose/Background of Fund | A \$30 annual registration fee is collected from businesses interested in providing goods and services to the State; the State notifies the appropriate businesses whenever the State issues requests for proposals for bids for goods or services that a particular business provides. |
| Fee Sources | Vendors registering with Purchasing; photocopies of BIDS. |
| Non-Fee Sources | N/A |
| Long Bill Groups Supported by Fund | Supplier Database lines within Finance and Procurement and centrally allocated pots from the EDO |
| Statutory or Other Restriction on Use of Fund | N/A |
| Revenue Drivers | Use by Vendors. |
| Expenditure Drivers | Typical operating costs and development of new systems through vendor. |
| Assessment of Potential for Compliance | |
| Action | <input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver |

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Supplier Database - Fund 281
C.R.S Citation: 24-102-202.5

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|--------------------------------|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| SCO - Supplier Database | | | | | |
| Personal Services | 207,261 | 169,256 | 193,694 | 202,466 | 208,540 |
| Operating Expense | 48,407 | 43,239 | 43,382 | 43,382 | 43,382 |
| Property, Liability, WC | 6,281 | 3,490 | 4,513 | 5,623 | 5,792 |
| Bids Transfer | 0 | 0 | 0 | 0 | 0 |
| Leased Space | 0 | 15,928 | 16,346 | 16,346 | 16,836 |
| User Fees to EDO | 281 | 74 | 74 | 76 | 79 |
| Decision Items | | | | | |
| Decision Item # (*) and Title | | | | | |
| Division Subtotal | 262,231 | 231,987 | 258,010 | 267,894 | 274,630 |
| Total | 262,231 | 231,987 | 258,010 | 267,894 | 274,630 |

Schedule 11.A
Cash Fund Status for: Central Collections - Fund 604
C.R.S Citation: 24-30-1108

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 243,079 | 281,659 | 224,428 | 175,870 | 167,300 |
| Exempt Revenue | 755,964 | 843,183 | 885,342 | 1,143,418 | 1,177,721 |
| Non-Exempt Revenue | 695,478 | 1,407,860 | 1,478,253 | 1,781,536 | 1,834,982 |
| Total Expenditures | 1,412,862 | 2,308,274 | 2,412,153 | 2,933,525 | 2,961,338 |
| Ending Balance | 281,659 | 224,428 | 175,870 | 167,300 | 218,665 |
| Fund Balance Increase/Decrease | 38,580 | (57,231) | (48,558) | (8,570) | 51,365 |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| 1. Central Collections Fees | 695,478 | 1,407,860 | 1,478,253 | 1,781,536 | 1,834,982 |
| 2. Fee Name | | | | | |

Cash Fund Reserve Balance

| | FY 2003-04 | FY2004-05 | FY2005-06 |
|---|-------------------|------------------|------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | 72,288 | 110,939 | 109,899 |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 252,726 | 233,122 | 380,865 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|---|
| Purpose/Background of Fund | To provide internal collections related services to other State agencies and local governments. Collection fees are assessed to individuals for collection of past due debts owed to the State. Moneys are used to fund the operations of the Central Collections Services unit. |
| Fee Sources | Collection of debts |
| Non-Fee Sources | N/A |
| Long Bill Groups Supported by Fund | Collections |
| Statutory or Other Restriction on Use of Fund | 24-30-202.4(e) Central Collections |
| Revenue Drivers | Demand for collection services |
| Expenditure Drivers | Operating costs including salaries, operating and equipment to support service demands |
| Assessment of Potential for Compliance | |
| Action | <input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver |

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Central Collections - Fund 604
C.R.S Citation: 24-30-1108

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|----------------------------------|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| Central Collections | | | | | |
| Personal Services | 788,685 | 800,035 | 845,423 | 890,119 | 916,823 |
| Operating Expense | 347,585 | 312,630 | 347,585 | 347,585 | 347,585 |
| Collection of Debts | 16,341 | 20,702 | 20,702 | 20,702 | 20,702 |
| Property, Liability, WC | 17,491 | 19,776 | 25,578 | 31,866 | 32,822 |
| Legal Services | 0 | 0 | 1,014 | 1,014 | 1,014 |
| Purchase Services - GGCC | 15,505 | 6,073 | 2,053 | 12,647 | 13,026 |
| Leased Space | 54,734 | 81,297 | 90,224 | 90,224 | 92,931 |
| Private Collection Agency Fees | 0 | 869,469 | 875,000 | 875,000 | 875,000 |
| Indirect Cost | 74,191 | 165,820 | 172,089 | 208,569 | 214,826 |
| Off Budget Costs | | | | | |
| Depreciation & Overhead | 44,652 | 38,314 | 38,314 | 38,314 | 38,314 |
| Compensated Absences | (25,286) | (6,277) | (6,277) | (6,277) | (6,465) |
| User Fees to EDO | 1,268 | 435 | 448 | 461 | 475 |
| GF Reversion per Statute | 77,696 | 0 | 0 | 0 | 0 |
| Decision Items | | | | | |
| Decision Item #4 Collector FTE | 0 | 0 | 0 | 98,300 | 89,285 |
| Decision Item #6 Legal Svcs Cost | 0 | 0 | 0 | 325,000 | 325,000 |
| Division Subtotal | 1,412,862 | 2,308,274 | 2,412,153 | 2,933,525 | 2,961,338 |
| Total | 1,412,862 | 2,308,274 | 2,412,153 | 2,933,525 | 2,961,338 |

Schedule 11.A
Cash Fund Status for: Central Services - Fund 601
C.R.S Citation: 24-30-1108

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 561,285 | 527,295 | 614,750 | 143,906 | 686,279 |
| Exempt Revenue | 13,513,398 | 13,996,654 | 15,545,140 | 16,711,026 | 17,212,357 |
| Non-Exempt Revenue | 1,388,177 | 1,465,767 | 1,627,001 | 1,749,026 | 1,801,497 |
| Total Expenditures | 14,935,565 | 15,374,965 | 17,642,986 | 17,917,680 | 18,279,611 |
| Ending Balance | 527,295 | 614,750 | 143,906 | 686,279 | 1,420,522 |
| Fund Balance Increase/Decrease | (33,990) | 87,456 | (470,844) | 542,373 | 734,243 |

Fee Levels

| | Actual FY2004-05 | Actual FY2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|--------------------------|-----------------------------|-----------------------------|--------------------------------|-------------------------------|---------------------------------|
| 1. Central Services Fees | 1,388,177 | 1,465,767 | 1,627,001 | 1,749,026 | 1,801,497 |
| 2. Fee Name | | | | | |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|-------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | 9,990 | 6,976 | (4,836) |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 2,049,631 | 2,464,368 | 2,536,869 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|---|
| Purpose/Background of Fund | Charges to cover the cost of providing services to state agencies. Some the services provided include centralized mail processing, messenger, copying, printing, and graphic design. |
| Fee Sources | Sale of Service |
| Non-Fee Sources | N/A |
| Long Bill Groups Supported by Fund | Central Services, Administration, Reprographics, DSG-Denver, Mail Services DSG-Pueblo |
| Statutory or Other Restriction on Use of Fund | N/A |
| Revenue Drivers | Demand for support services |
| Expenditure Drivers | Operating costs (salaries, operating and equipment) to support service demands |
| Assessment of Potential for Compliance | N/A |
| Action | <input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver |

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Central Services - Fund 601
C.R.S Citation: 24-30-1108

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|----------------------------------|---------------------|---------------------|------------------------|-----------------------|-------------------------|
| Central Serives | | | | | |
| Administration | | | | | |
| Personal Services | 698,684 | 618,692 | 730,026 | 762,571 | 785,448 |
| Operating Expense | 57,382 | 73,702 | 77,427 | 77,427 | 77,427 |
| Indirect Cost | 378,279 | 120,130 | 118,539 | 84,219 | 86,746 |
| Purchased Services - GGCC | 25,625 | 106,079 | 107,649 | 220,894 | 227,521 |
| MNT Payments | 26,292 | 38,139 | 37,793 | 37,793 | 38,927 |
| PDEC Payments | 0 | 0 | 0 | 0 | 0 |
| Property, Liability, WC | 167,267 | 130,636 | 168,963 | 210,505 | 216,820 |
| Legal Services | 13,839 | 0 | 4,248 | 4,248 | 4,248 |
| Leased Space | 96,730 | 69,374 | 45,795 | 249,545 | 350,295 |
| Cap Complex Leased Space | 141,374 | 106,793 | 175,157 | 111,825 | 115,180 |
| Vehicle Leases | 25,360 | 28,442 | 42,960 | 42,960 | 42,960 |
| IDF - Reprographics | | | | | |
| Personal Services | 1,083,401 | 1,129,722 | 1,286,950 | 1,368,068 | 1,409,110 |
| Operating Expense | 1,933,884 | 2,143,514 | 2,304,752 | 2,404,752 | 2,404,752 |
| Indirect Cost | 0 | 183,917 | 237,079 | 232,704 | 239,685 |
| IDF - DSG (Denver/Pueblo) | | | | | |
| Personal Services | 2,839,837 | 2,674,041 | 2,654,767 | 2,839,771 | 2,965,390 |
| Operating Expense | 330,411 | 241,595 | 319,846 | 404,846 | 404,846 |
| Indirect Cost | 471,582 | 158,898 | 197,566 | 169,477 | 174,561 |
| Utilities | 12,969 | 19,936 | 31,745 | 58,800 | 69,000 |
| IDF Mail Services | | | | | |
| Personal Services | 1,136,186 | 1,189,483 | 1,251,908 | 1,403,073 | 1,530,069 |
| Operating Expense | 5,278,676 | 5,843,619 | 7,329,529 | 6,788,394 | 6,677,444 |
| Indirect Cost | 0 | 315,413 | 355,618 | 276,199 | 284,485 |
| Off Budget Costs | | | | | |
| Depreciation & Comp Absences | 156,571 | 159,337 | 159,337 | 164,117 | 169,040 |
| User Fees to EDO | 61,218 | 5,177 | 5,332 | 5,492 | 5,657 |
| Rollforwards to FY 2005-06 | 0 | 18,327 | 0 | 0 | 0 |
| DI #2- IDF Realignment | | | | | |
| Division Subtotal | 14,935,565 | 15,374,965 | 17,642,986 | 17,917,680 | 18,279,611 |
| Total | 14,935,565 | 15,374,965 | 17,642,986 | 17,917,680 | 18,279,611 |

Schedule 11.A
Cash Fund Status for: Fleet Management - Fund 607
C.R.S Citation: 24-30-1115

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 17,930,681 | 13,219,493 | 10,302,295 | 8,221,989 | 7,365,172 |
| Exempt Revenue | 23,168,914 | 24,327,726 | 26,231,170 | 27,542,729 | 30,297,002 |
| Non-Exempt Revenue | 4,154,861 | 4,658,855 | 4,891,798 | 5,136,388 | 5,650,026 |
| Total Expenditures | 32,272,594 | 31,903,779 | 33,203,274 | 33,535,933 | 34,187,695 |
| Ending Balance | 13,219,493 | 10,302,295 | 8,221,989 | 7,365,172 | 9,124,505 |
| Fund Balance Increase/Decrease | (4,711,188) | (2,917,198) | (2,080,306) | (856,817) | 1,759,333 |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| 1. Fleet Vehicle Fees | 4,154,861 | 4,658,855 | 4,891,798 | 5,136,388 | 5,650,026 |
| 2. Fee Name | | | | | |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|-------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | (3,191,130) | (3,941,944) | (4,497,050) |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 4,754,627 | 5,324,978 | 5,264,123 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|---|
| Purpose/Background of Fund | Charges to State agencies to cover the costs of maintenance and operation of the State's motor vehicle fleet. Services provided include leasing new and used vehicles to State agencies and authorizing all vehicle related maintenance expenses. |
| Fee Sources | Lease of Vehicles |
| Non-Fee Sources | Sale/auction of vehicles |
| Long Bill Groups Supported by Fund | Central Services - Fleet Management and allocated central appropriations per schedule 3 |
| Statutory or Other Restriction on Use of Fund | N/A |
| Revenue Drivers | Appropriations |
| Expenditure Drivers | Traditional operating costs (maintenance) and volatile fuel costs. |
| Assessment of Potential for Compliance | N/A |
| Action | <input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver |

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Fleet Management - Fund 607
C.R.S Citation: 24-30-1115

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-------------------------------|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| CS Fleet Management | | | | | |
| Personal Services | 771,401 | 808,773 | 875,749 | 917,113 | 944,626 |
| Operating Expense | 14,853,390 | 16,781,565 | 17,405,339 | 17,405,339 | 17,405,339 |
| Vehicle Lease/Purchase | 964,747 | 1,227,478 | 1,423,350 | 1,423,350 | 1,466,051 |
| Indirect Cost | 833,200 | 610,215 | 632,210 | 430,448 | 443,361 |
| Property, Liability, WC | 6,393 | 18,612 | 24,073 | 29,992 | 30,892 |
| Purchased Services GGCC | 0 | 0 | 0 | 0 | 0 |
| Cap Complex Leased Space | 17,712 | 17,952 | 29,444 | 18,798 | 19,362 |
| MNT | 8,764 | 12,712 | 12,598 | 12,598 | 12,976 |
| Legal Services | 0 | 0 | 0 | 0 | 0 |
| Off Budget | | | | | |
| Depreciation & Overhead | 14,367,444 | 12,083,585 | 12,446,093 | 12,819,476 | 13,204,060 |
| Compensated Absences | 8,561 | (41,517) | (41,517) | (41,517) | (42,763) |
| Overhead transfer (DCS Admin) | 440,982 | 374,508 | 385,743 | 397,316 | 409,235 |
| User Fees to EDO | 0 | 9,896 | 10,193 | 10,499 | 10,814 |
| Decision Items | | | | | |
| SW DI #2 - Fleet Replacements | | | | 112,523 | 283,743 |
| Division Subtotal | 32,272,594 | 31,903,779 | 33,203,274 | 33,535,933 | 34,187,695 |
| Total | 32,272,594 | 31,903,779 | 33,203,274 | 33,535,933 | 34,187,695 |

Schedule 11.A
Cash Fund Status for: Capitol Complex Facilities - Fund 610
C.R.S Citation: 24-30-1108

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 220,113 | 897,164 | 1,224,070 | 1,395,135 | 1,592,950 |
| Exempt Revenue | 10,561,272 | 10,448,004 | 10,335,209 | 10,441,895 | 10,755,151 |
| Non-Exempt Revenue | 10,019 | 15,458 | 15,922 | 16,399 | 16,891 |
| Total Expenditures | 9,894,240 | 10,136,556 | 10,180,066 | 10,260,478 | 10,375,544 |
| Ending Balance | 897,164 | 1,224,070 | 1,395,135 | 1,592,950 | 1,989,449 |
| Fund Balance Increase/Decrease | 677,051 | 326,906 | 171,065 | 197,816 | 396,499 |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|----------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| 1. Leased Space Rent | 10,019 | 15,458 | 15,922 | 16,399 | 16,891 |
| 2. Fee Name | | | | | |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|-------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | (12,151) | (12,584) | (19,241) |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 1,487,347 | 1,632,550 | 1,672,532 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|---|
| Purpose/Background of Fund | Charges to State agencies for leased space occupied in the Capitol Complex and auxiliary locations (Grand Junction State Services Building and the Camp George West campus). Moneys are used to cover the cost of the physical operation and maintenance for buildings and grounds. |
| Fee Sources | State agencies occupying space |
| Non-Fee Sources | N/A |
| Long Bill Groups Supported by Fund | Facilities Maintenance & Planning Section of Central Services plus central pot allocations and Central Services divisional overhead costs |
| Statutory or Other Restriction on Use of Fund | N/A |
| Revenue Drivers | Appropriations to State agencies and vacant space. |
| Expenditure Drivers | Base appropriations, the volatile utility market. |
| Assessment of Potential for Compliance | N/A |
| Action | <input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver |

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Capitol Complex Facilities - Fund 610
C.R.S Citation: 24-30-1108

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|---|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| Central Services - Facilities Maintenance & Planning (Capitol Complex) | | | | | |
| Personal Services - Denver | 2,613,889 | 2,835,919 | 2,785,367 | 2,934,970 | 3,023,019 |
| Personal Services - GJ | 45,122 | 44,244 | 45,869 | 48,360 | 49,811 |
| Personal Services - CGW | 61,795 | 67,682 | 66,063 | 71,582 | 73,729 |
| Property, Liability, WC | 22,857 | 64,214 | 83,052 | 103,471 | 106,575 |
| Operating - Denver | 1,612,088 | 1,635,127 | 1,637,466 | 1,637,466 | 1,637,466 |
| Operating - GJ | 74,338 | 75,692 | 76,873 | 76,873 | 76,873 |
| Operating - CGW | 121,279 | 163,978 | 166,281 | 122,102 | 122,102 |
| Indirect Cost | 514,664 | 311,204 | 434,644 | 377,456 | 388,780 |
| Utilities - Denver | 2,762,029 | 3,167,227 | 3,742,802 | 3,742,802 | 3,742,802 |
| Utilities - GJ | 68,177 | 85,758 | 87,554 | 87,554 | 87,554 |
| Utilities - CGW | 361,322 | 409,079 | 434,350 | 434,350 | 434,350 |
| Legal Services | 0 | 0 | 0 | 0 | 0 |
| Vehicle Lease Payments | 4,214 | 4,218 | 6,911 | 6,911 | 6,911 |
| Capitol Complex Repairs | 56,520 | 56,520 | 56,520 | 56,520 | 56,520 |
| Capitol Complex Security | 423,260 | 260,379 | 260,379 | 260,379 | 260,379 |
| Leased Space | 27,717 | 10,349 | 1,913 | 0 | 0 |
| Capitol Complex Leased Space | 0 | 25,334 | 26,186 | 27,473 | 28,297 |
| Communication Services Payment | 0 | 3,340 | 3,555 | 0 | 0 |
| Off Budget Expense | | | | | |
| Depreciation & Overhead | 326,702 | 253,534 | 261,140 | 268,975 | 277,044 |
| Insurance Proceeds | 156 | 0 | 0 | 0 | 0 |
| Homeland Security Grant related | 805,527 | 656,549 | 0 | 0 | 0 |
| Interest Expense Adjustment | (7,416) | 0 | 0 | 0 | 0 |
| User Fees to EDO | 0 | 3,049 | 3,140 | 3,235 | 3,332 |
| Rollforward to FY 2005-06 | 0 | 3,161 | 0 | 0 | 0 |
| Decision Items | | | | | |
| | | | | | |
| Division Subtotal | 9,894,240 | 10,136,556 | 10,180,066 | 10,260,478 | 10,375,544 |
| Total | 9,894,240 | 10,136,556 | 10,180,066 | 10,260,478 | 10,375,544 |

Schedule 11.A
Cash Fund Status for: Property Fund - 11P
C.R.S Citation: 24-30-1510.5

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 3,306,414 | 998,037 | (375,357) | 981,045 | 964,830 |
| Exempt Revenue | 4,452,773 | 2,659,444 | 5,083,694 | 4,517,411 | 4,652,933 |
| Non-Exempt Revenue | 116,133 | 1,896,903 | 2,247,830 | 2,315,265 | 2,384,723 |
| Total Expenditures | 6,877,283 | 5,929,741 | 5,975,122 | 6,848,891 | 7,044,483 |
| Ending Balance | 998,037 | (375,357) | 981,045 | 964,830 | 958,003 |
| Fund Balance Increase/Decrease | (2,308,377) | (1,373,394) | 1,356,402 | (16,215) | (6,826) |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| N/A | 0 | 0 | 0 | 0 | 0 |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|-------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | 157,069 | 4,648 | (386,316) |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 1,276,054 | 1,134,752 | 978,407 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|--|
| Purpose/Background of Fund | Premiums from State agencies collected to provide insurance coverage for loss or damage to State property. |
| Fee Sources | N/A |
| Non-Fee Sources | All State agencies and institutions of higher education excluding entities who have opted out under HB 04-1009. |
| Long Bill Groups Supported by Fund | Risk Management appropriations and central allocations from EDO for typical operating costs |
| Statutory or Other Restriction on Use of Fund | 24-30-1510(1) |
| Revenue Drivers | Actuarial based premium increase calculations based upon actual claims payouts |
| Expenditure Drivers | Claims payments |
| Assessment of Potential for Compliance | |
| Action | <input type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver <input checked="" type="checkbox"/> N/A per 24-75-402 (5)(c) C.R.S. |

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Property Fund - 11P
C.R.S Citation: 24-30-1510.5

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-------------------------------|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| Risk Management | | | | | |
| Personal Services | 76,897 | 80,955 | 93,155 | 103,473 | 106,577 |
| Operating Expense | 6,142 | 6,895 | 7,932 | 8,451 | 8,451 |
| Indirect Cost | 25,676 | 15,424 | 19,370 | 20,288 | 20,896 |
| Property, Liability, WC | 1,381 | 1,444 | 2,667 | 3,324 | 3,424 |
| Property Premiums | 6,751,128 | 5,819,339 | 5,846,006 | 6,696,411 | 6,897,303 |
| Cap Complex Leased Space | 4,250 | 2,989 | 3,089 | 4,627 | 4,766 |
| Audit Expense | 1,814 | 0 | 0 | 9,342 | 0 |
| User Fees to EDO | 9,995 | 2,304 | 2,373 | 2,444 | 2,518 |
| Leased Space | | 391 | 531 | 531 | 547 |
| Decision Item # (*) and Title | | | | | |
| Division Subtotal | 6,877,283 | 5,929,741 | 5,975,122 | 6,848,891 | 7,044,483 |
| Total | 6,877,283 | 5,929,741 | 5,975,122 | 6,848,891 | 7,044,483 |

Schedule 11.A
Cash Fund Status for: Liability Fund - 11L
C.R.S Citation: 24-30-1510

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 3,459,809 | 6,182,682 | (269,674) | 1,343,328 | 1,325,056 |
| Exempt Revenue | 8,580,571 | 3,482,695 | 9,911,382 | 10,279,984 | 10,793,984 |
| Non-Exempt Revenue | 285,904 | 163,162 | 168,057 | 173,099 | 181,753 |
| Total Expenditures | 6,143,602 | 10,098,214 | 8,466,437 | 10,471,355 | 10,708,710 |
| Ending Balance (Net of IBNR) | 6,182,682 | (269,674) | 1,343,328 | 1,325,056 | 1,592,083 |
| Fund Balance | | | | | |
| Increase/Decrease | 2,722,873 | (6,452,357) | 1,613,002 | (18,272) | 267,027 |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| N/A | 0 | 0 | 0 | 0 | 0 |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|-------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | 333,662 | 351,206 | |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 1,550,915 | 1,013,694 | 1,666,205 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|--|
| Purpose/Background of Fund | Provides self-funded general liability coverage for State agencies and employees for tort and federal claims, including those arising out of the scope of employment. |
| Fee Sources | N/A |
| Non-Fee Sources | All State agencies and institutions of higher education excluding entities who have opted out under HB 04-1009. |
| Long Bill Groups Supported by Fund | Risk Management appropriations and central allocations from EDO for typical operating costs |
| Statutory or Other Restriction on Use of Fund | 24-30-1510(1) |
| Revenue Drivers | Actuarial based premium increase calculations based upon actual claims payouts |
| Expenditure Drivers | Claims payments |
| Assessment of Potential for Compliance | |
| Action | <input type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver <input checked="" type="checkbox"/> N/A per 24-75-402 (5)(e) C.R.S. |

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Liability Fund - 11L
C.R.S Citation: 24-30-1510

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Risk Management | | | | | |
| Personal Services | 117,152 | 86,236 | 98,319 | 125,846 | 129,621 |
| Operating Expense | 12,865 | 7,345 | 8,371 | 10,279 | 10,279 |
| Indirect Cost | 39,053 | 16,430 | 20,443 | 24,674 | 25,415 |
| Property, Liability, WC | 2,101 | 1,539 | 2,803 | 3,492 | 3,597 |
| Liability Premiums | 5,436,926 | 5,295,605 | 6,170,969 | 8,128,524 | 8,372,380 |
| Cap Complex Leased Space | 6,474 | 3,184 | 3,291 | 4,862 | 5,008 |
| Audit Expenses | 1,906 | 0 | 0 | 11,362 | |
| Legal Services | 2,167,842 | 2,459,639 | 2,159,152 | 2,159,152 | 2,159,152 |
| Leased Space | 0 | 419 | 561 | 561 | 578 |
| User Fees to EDO | 15,203 | 2,454 | 2,528 | 2,603 | 2,682 |
| IBNR Adjustment | (1,655,920) | 2,225,363 | 0 | 0 | 0 |
| Decision Item # (*) and Title | | | | | |
| Division Subtotal | 6,143,602 | 10,098,214 | 8,466,437 | 10,471,355 | 10,708,710 |
| Total | 6,143,602 | 10,098,214 | 8,466,437 | 10,471,355 | 10,708,710 |

Schedule 11.A
Cash Fund Status for: Workers' Compensation Fund - 11W
C.R.S Citation: 24-30-1510.7

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 577,963 | 4,170,905 | 4,645,302 | 1,639,784 | 1,572,291 |
| Exempt Revenue | 31,263,852 | 27,949,949 | 25,545,110 | 28,723,588 | 29,585,296 |
| Non-Exempt Revenue | 3,200,046 | 2,913,046 | 2,650,872 | 2,730,398 | 2,812,310 |
| Total Expenditures | 30,870,956 | 30,388,599 | 31,201,499 | 31,521,479 | 32,419,520 |
| Ending Balance (Net of IBNR) | 4,170,905 | 4,645,302 | 1,639,784 | 1,572,291 | 1,550,377 |
| Fund Balance | | | | | |
| Increase/Decrease | 3,592,942 | 474,396 | (3,005,517) | (67,493) | (21,914) |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| N/A | 0 | 0 | 0 | 0 | 0 |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|-------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | 1,589,202 | 1,631,422 | |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 5% of total expenses) *HB01-1400 | 5,051,683 | 1,543,548 | 1,519,430 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|--|
| Purpose/Background of Fund | Provides workers' compensation coverage for State employees. Workers' Compensation is self funded and claims are processed via a contract between the Department and Pinnacol Assurance |
| Fee Sources | N/A |
| Non-Fee Sources | All State agencies and institutions of higher education excluding entities who have opted out under HB 04-1009. |
| Long Bill Groups Supported by Fund | Risk Management appropriations and central allocations from EDO for typical operating costs |
| Statutory or Other Restriction on Use of Fund | 24-30-1510(1) |
| Revenue Drivers | Actuarial based premium increase calculations based upon actual claims payouts |
| Expenditure Drivers | Claims payments |
| Assessment of Potential for Compliance | |
| Action | <input type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver <input checked="" type="checkbox"/> N/A per 24-75-402 (5)(e) C.R.S. |

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Workers' Compensation Fund - 11W
C.R.S Citation: 24-30-1510.7

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-------------------------------|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| Risk Management | | | | | |
| Personal Services | 322,038 | 419,443 | 479,186 | 469,824 | 483,919 |
| Operating Expense | 32,765 | 35,749 | 40,801 | 38,374 | 38,374 |
| Indirect Cost | 107,425 | 79,914 | 99,637 | 92,118 | 94,881 |
| Property, Liability, WC | 5,778 | 7,486 | 8,071 | 10,055 | 10,357 |
| Workers' Comp Premiums | 27,478,224 | 26,548,071 | 30,075,696 | 30,339,334 | 31,249,514 |
| Cap Complex Leased Space | 17,798 | 15,485 | 16,006 | 13,998 | 14,418 |
| Leased Space | 0 | 2,002 | 2,733 | 2,733 | 2,815 |
| Revenue Transfer (CSEAP) | 458,048 | 477,869 | 467,074 | 497,280 | 512,198 |
| Risk Mgmt Audit Expense | 5,487 | 0 | 0 | 45,099 | 0 |
| User Fees to EDO | 41,819 | 11,937 | 12,295 | 12,664 | 13,044 |
| IBNR adjustment | 2,401,574 | 2,790,642 | | 0 | 0 |
| Decision Item # (*) and Title | | | | | |
| Division Subtotal | 30,870,956 | 30,388,599 | 31,201,499 | 31,521,479 | 32,419,520 |
| Total | 30,870,956 | 30,388,599 | 31,201,499 | 31,521,479 | 32,419,520 |

Schedule 11.A
Cash Fund Status for: Employee Benefits - Fund 719
C.R.S Citation: 24-50-613

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|--------------------|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| Beginning Balance | 5,155 | 313,947 | 367,392 | 409,740 | 434,599 |
| Exempt Revenue | 966,793 | 840,593 | 865,811 | 891,785 | 918,539 |
| Non-Exempt Revenue | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 658,001 | 787,147 | 823,464 | 866,926 | 890,559 |
| Ending Balance | 313,947 | 367,392 | 409,740 | 434,599 | 462,579 |
| Fund Balance | | | | | |
| Increase/Decrease | 308,792 | 53,446 | 42,347 | 24,859 | 27,980 |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|----------------------------|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| 1. Benefits Administration | 0 | 0 | 0 | 0 | 0 |
| 2. Fee Name | | | | | |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|------------|------------|------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | 0 | 0 | 0 |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 154,421 | 108,570 | 129,879 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|---|
| Purpose/Background of Fund | Fee charged to employees for the administration of the State's group health and dental insurance program. The fee is \$3.30 per employee. |
| Fee Sources | Employee payroll deduction |
| Non-Fee Sources | N/A |
| Long Bill Groups Supported by Fund | Employee Benefits operating appropriations and central allocations from EDO |
| Statutory or Other Restriction on Use of Fund | 24-50-605 Thru 613 |
| Revenue Drivers | Inflation of medical premiums. Costs passed on to employees. |
| Expenditure Drivers | Inflation of medical premiums |
| Assessment of Potential for Compliance | |
| Action | <input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver |

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)

Cash Fund Status for: Employee Benefits - Fund 719

C.R.S Citation: 24-50-613

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Employee Benefits | | | | | |
| Personal Services | 484,380 | 604,939 | 599,724 | 664,244 | 684,171 |
| Operating Expense | 21,604 | 27,330 | 34,416 | 34,416 | 34,416 |
| Property, Liability, WC | 7,367 | 9,087 | 11,754 | 14,644 | 15,083 |
| Indirect Cost | 85,538 | 85,785 | 96,370 | 71,156 | 73,291 |
| Legal Services | 0 | 0 | 4,735 | 4,735 | 4,735 |
| Cap Complex Leased Space | 26,741 | 20,306 | 20,989 | 22,021 | 22,682 |
| Leased Space | 0 | 5,625 | 7,650 | 7,650 | 7,880 |
| Utilization Review | 30,743 | 26,478 | 40,000 | 40,000 | 40,000 |
| Off Budget | | | | | |
| Compensated Absences | 727 | 7,344 | 7,564 | 7,791 | 8,025 |
| User Fees to EDO | 901 | 253 | 261 | 268 | 276 |
| Decision Item # (*) and Title | | | | | |
| Division Subtotal | 658,001 | 787,147 | 823,464 | 866,926 | 890,559 |
| Total | 658,001 | 787,147 | 823,464 | 866,926 | 890,559 |

Schedule 11.A

Cash Fund Status for: AQE - Deferred Compensation Administration - Fund 720
C.R.S Citation: 24-52-102 (5)

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 863,991 | 728,740 | 859,184 | 845,678 | 834,275 |
| Exempt Revenue | 29,673 | 27,882 | 1,028,555 | 1,059,411 | 1,091,194 |
| Non-Exempt Revenue | 332,501 | 970,715 | 0 | 0 | 0 |
| Total Expenditures | 497,425 | 868,152 | 1,042,061 | 1,070,814 | 1,079,342 |
| Ending Balance | 728,740 | 859,184 | 845,678 | 834,275 | 846,126 |
| Fund Balance Increase/Decrease | (135,251) | 130,445 | (13,506) | (11,403) | 11,851 |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|--------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| I. DC Administration Fee | 332,501 | 970,715 | 0 | 0 | 0 |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|-------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | 717,361 | 0 | |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 63,903 | 82,075 | 143,245 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|--|
| Purpose/Background of Fund | Provides administration of the State employee 457 Deferred Compensation Plan, a 100% employee funded supplemental retirement fund. |
| Fee Sources | State employees participating in the Plan. |
| Non-Fee Sources | N/A |
| Long Bill Groups Supported by Fund | Employee Benefits appropriations and central allocations from Executive Office for typical operating costs. |
| Statutory or Other Restriction on Use of Fund | 24-52-102 (5) C.R.S. |
| Revenue Drivers | Employee Contributions |
| Expenditure Drivers | Overhead costs for Deferred Compensation Plan administrative services rendered |
| Assessment of Potential for Compliance | |
| Action | <input type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver <input checked="" type="checkbox"/> N/A per 24-75-402 (5)(f) C.R.S. |

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Deferred Compensation Administration - Fund 720
C.R.S Citation: 24-52-102 (5)

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------------------|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| Executive Office | | | | | |
| Legal Services | 6,335 | 10,165 | 7,507 | 7,507 | 7,507 |
| Property, Liability, WC | 3,950 | 3,258 | 4,321 | 5,383 | 5,544 |
| DHR Employee Benefits | | | | | |
| Personal Services | 212,575 | 152,798 | 218,412 | 241,910 | 249,167 |
| Operating Expense | 23,251 | 14,424 | 12,534 | 12,534 | 12,534 |
| Indirect Cost | 54,808 | 10,422 | 23,396 | 27,159 | 27,974 |
| Deferred Compensation Plans | 182,695 | 53,685 | 84,500 | 84,500 | 84,500 |
| Deferred Compensation Admin (TPA) | 0 | 614,309 | 682,000 | 682,000 | 682,000 |
| Cap Complex Leased Space | 9,891 | 7,511 | 7,763 | 8,145 | 8,389 |
| Off Budget | | | | | |
| Compensated Absences | 3,444 | 1,235 | 1,273 | 1,311 | 1,350 |
| User Fees to EDO | 476 | 345 | 355 | 366 | 377 |
| Decision Item # (*) and Title | | | | | |
| Division Subtotal | 497,425 | 868,152 | 1,042,061 | 1,070,814 | 1,079,342 |
| Total | 497,425 | 868,152 | 1,042,061 | 1,070,814 | 1,079,342 |

Schedule 11.A
Cash Fund Status for: Administrative Hearings - Fund 611
C.R.S Citation: 24-30-1002

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|--------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 622,256 | 461,280 | 579,771 | 688,787 | 646,790 |
| Exempt Revenue | 3,461,441 | 3,824,081 | 4,106,141 | 4,166,038 | 4,374,339 |
| Non-Exempt Revenue | 21,924 | 15,458 | 16,231 | 17,042 | 17,895 |
| Total Expenditures | 3,644,341 | 3,721,048 | 4,013,357 | 4,225,077 | 4,347,229 |
| Ending Balance | 461,280 | 579,771 | 688,787 | 646,790 | 691,795 |
| Fund Balance | | | | | |
| Increase/Decrease | (160,976) | 118,491 | 109,015 | (41,997) | 45,005 |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|--------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| 1. Administrative Hearing Fees | 21,924 | 15,458 | 16,231 | 17,042 | 17,895 |
| 2. Fee Name | | | | | |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|-------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | 2,988 | 2,026 | 932 |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 564,617 | 601,316 | 613,973 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|--|
| Purpose/Background of Fund | Charges for providing administrative law hearings for State agencies in order to resolve cases that deal with worker's compensation, human services, and regulatory law. |
| Fee Sources | Hearings services to State agencies and tenure cases in school districts. |
| Non-Fee Sources | N/A |
| Long Bill Groups Supported by Fund | All long bill line items for the Division of Administrative Hearings and central appropriations allocated from the EDO. |
| Statutory or Other Restriction on Use of Fund | N/A |
| Revenue Drivers | Increased caseload by Department will impact their charges in the following year. |
| Expenditure Drivers | Typical operating costs. |
| Assessment of Potential for Compliance | N/A |

Action Already in Compliance Statute Change Planned Fee Reduction
 Planned One-time Expenditure(s) Planned Ongoing Expenditure(s)
 Waiver

1. If plan is needed to meet compliance deadline, attach Form 11.B.

2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Administrative Hearings - Fund 611
C.R.S Citation: 24-30-1002

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|--------------------------------|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| Administrative Hearings | | | | | |
| Personal Services | 2,881,103 | 2,956,983 | 3,140,742 | 3,379,854 | 3,481,250 |
| Operating Expenses | 141,014 | 144,860 | 137,042 | 137,042 | 137,042 |
| Indirect Cost | 240,866 | 235,049 | 290,513 | 215,330 | 221,790 |
| Property, Liability, WC | 40,124 | 45,370 | 58,678 | 73,105 | 75,298 |
| Cap Com Leased Space | 17,534 | 13,729 | 14,184 | 14,193 | 14,619 |
| Leased Space | 279,357 | 238,813 | 334,855 | 334,855 | 344,901 |
| Legal Services | 8,896 | 971 | 2,533 | 2,533 | 2,533 |
| Purchase of Services - GGCC | 13,164 | 10,890 | 3,681 | 22,677 | 23,357 |
| MNT | 5,058 | 6,673 | 6,612 | 6,612 | 6,811 |
| PDEC Payments | 0 | 0 | 0 | 0 | 0 |
| Off Budget | | | | | |
| Depreciation | 23,217 | 39,076 | 39,076 | 39,076 | 39,076 |
| Compensated Absences | (9,799) | (15,238) | (15,695) | (15,695) | (15,695) |
| User Fees to EDO | 3,808 | 1,102 | 1,135 | 1,169 | 1,204 |
| Rollforward from FY 2004-05 | 0 | 42,770 | 0 | 0 | 0 |
| Decision Items | | | | | |
| Decision Item #5 Legal Files | 0 | 0 | 0 | 14,325 | 15,043 |
| Division Subtotal | 3,644,341 | 3,721,048 | 4,013,357 | 4,225,077 | 4,347,229 |
| Total | 3,644,341 | 3,721,048 | 4,013,357 | 4,225,077 | 4,347,229 |

Schedule 11.A
Cash Fund Status for: Network Services - Fund 603
C.R.S Citation: 24-30-908

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-----------------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 8,676,569 | 6,353,626 | 3,820,766 | 1,661,152 | 1,227,023 |
| Exempt Revenue | 16,712,704 | 15,371,450 | 16,908,595 | 20,290,314 | 22,319,345 |
| Non-Exempt Revenue | 1,339,671 | 1,521,440 | 1,673,584 | 2,008,301 | 2,209,131 |
| Total Expenditures | 20,375,324 | 19,425,756 | 20,741,793 | 22,732,744 | 22,910,698 |
| Ending Balance | 6,353,626 | 3,820,766 | 1,661,152 | 1,227,023 | 2,844,801 |
| Fund Balance Increase/Decrease | (2,322,943) | (2,532,860) | (2,159,614) | (434,129) | 1,617,778 |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|---------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| 1. Telecommunication Fees | 1,339,671 | 1,521,440 | 1,673,584 | 2,008,301 | 2,209,131 |
| 2. Fee Name | | | | | |

Cash Fund Reserve Balance

| | FY2003-04 | FY 2004-05 | FY 2005-06 |
|---|------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | (82,254) | (28,407) | (4,882) |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 3,373,334 | 3,361,928 | 3,205,250 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|---|
| Purpose/Background of Fund | Charges to cover the cost of providing telephone service and data communications to State agencies; some services provided include long distance, calling cards, and cellular. |
| Fee Sources | Billings to State agencies and some local governments. |
| Non-Fee Sources | N/A |
| Long Bill Groups Supported by Fund | DOIT Network Services appropriations and allocated central appropriations from the EDO |
| Statutory or Other Restriction on Use of Fund | N/A |
| Revenue Drivers | Increased customer utilization, including MNT and ANAP fees. |
| Expenditure Drivers | Typical operating costs and the buildout of MNT |
| Assessment of Potential for Compliance | |
| Action | <input checked="" type="checkbox"/> Already in Compliance <input type="checkbox"/> Statute Change <input type="checkbox"/> Planned Fee Reduction <input type="checkbox"/> Planned One-time Expenditure(s) <input type="checkbox"/> Planned Ongoing Expenditure(s) <input type="checkbox"/> Waiver |

1. If a plan is needed to meet compliance deadline, attach Form 11.B.
2. If pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: Telecommunications - Fund 603
C.R.S Citation: 24-30-908

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|--|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| DOIT - Network Services & Order Billing | | | | | |
| Personal Services | 1,904,217 | 2,102,289 | 2,227,654 | 2,368,175 | 2,439,220 |
| Operating Expense | 14,840,222 | 13,572,994 | 15,168,306 | 15,168,306 | 15,168,306 |
| Indirect Cost | 363,451 | 444,707 | 0 | 46,410 | 47,802 |
| Toll Free Lines - Gen Assem | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Property, Liability, WC | 28,809 | 31,409 | 40,623 | 50,611 | 52,129 |
| Purchased Services - GGCC | 18,139 | 87,104 | 88,393 | 181,381 | 186,822 |
| Legal Services | 1,413 | 249 | 177 | 177 | 177 |
| Vehicle Lease Payments | 174 | 174 | 285 | 285 | 285 |
| Leased Space | 45,712 | 50,629 | 55,336 | 55,336 | 56,996 |
| Communications Svcs Payments | 390 | 0 | 0 | 0 | 0 |
| Cap Com Leased Space | 7,842 | 6,140 | 6,348 | 6,348 | 6,538 |
| Telecomm Audit | 0 | 0 | 0 | 0 | 0 |
| Off Budget Costs | | | | | |
| Depreciation | 3,146,179 | 3,046,892 | 3,138,299 | 3,232,448 | 3,329,422 |
| Compensated Absences | (26,852) | (14,179) | (14,605) | (15,043) | (15,494) |
| User Fees to EDO | 20,628 | 5,802 | 5,976 | 6,155 | 6,340 |
| RF to FY 2005-06 (Network Opex) | 0 | 42,500 | 0 | 0 | 0 |
| Bad Debt Expense | 0 | 24,046 | 0 | 0 | 0 |
| Change Requests | | | | | |
| SW DI#1 MNT Truth-in-Rates | | | | 1,607,154 | 1,607,154 |
| Division Subtotal | 20,375,324 | 19,425,756 | 20,741,793 | 22,732,744 | 22,910,698 |
| Total | 20,375,324 | 19,425,756 | 20,741,793 | 22,732,744 | 22,910,698 |

Schedule 11.A

Cash Fund Status for: General Government Computer Center - Fund 602

C.R.S Citation: 24-30-1606

Cash Fund Revenue and Expenditure Trend Information

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|--------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| Beginning Balance | 1,578,404 | 1,888,612 | 1,982,626 | 1,805,151 | 1,516,937 |
| Exempt Revenue | 12,575,225 | 11,627,248 | 11,811,534 | 12,669,685 | 13,303,169 |
| Non-Exempt Revenue | 27,479 | 24,751 | 25,494 | 26,258 | 27,571 |
| Total Expenditures | 12,292,496 | 11,557,985 | 12,014,503 | 12,984,157 | 13,137,614 |
| Ending Balance | 1,888,612 | 1,982,626 | 1,805,151 | 1,516,937 | 1,710,064 |
| Fund Balance | | | | | |
| Increase/Decrease | 310,208 | 94,014 | (177,475) | (288,214) | 193,126 |

Fee Levels

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|-------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|---------------------------------|
| 1. GGCC User Fees | 27,479 | 24,751 | 25,494 | 26,258 | 27,571 |
| 2. Fee Name | | | | | |

Cash Fund Reserve Balance

| | FY 2003-04 | FY 2004-05 | FY 2005-06 |
|---|-------------------|-------------------|-------------------|
| Uncommitted Fee Reserve Balance (Total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees) | 2,582 | 2,620 | 2,253 |
| Targeted/Alternative Fee Reserve Balance (amount set in statute or 16.5% of total expenses) *HB01-1400 | 1,890,587 | 2,028,262 | 1,907,068 |
| Excess Uncommitted Fee Reserve Balance | | | 0 |
| Statutory Deadline for Complying with the Target/Alternative Reserve Balance | | | |

Cash Fund Narrative Information

| | |
|---|--|
| Purpose/Background of Fund | Charges to cover the cost of providing computer operational and technical support to state agencies; including operating a data center on a 24-hour, seven days a week basis, 365 days a year. |
| Fee Sources | Fees are based on the cost allocation methodology. Total estimated costs are recovered based on an assigned percentage to each user - bill in 12 mo increments. |
| Non-Fee Sources | N/A |
| Long Bill Groups Supported by Fund | DOIT, Computing Services, Business & Archival Services CFE plus central appropriations allocated from the department. |
| Statutory or Other Restriction on Use of Fund | N/A |
| Revenue Drivers | Because of the stabilized billing methodology, the only revenue driver would be increased service requests from other departments. |
| Expenditure Drivers | Standard Operating appropriations. |
| Assessment of Potential for Compliance | |

Action Already in Compliance Statute Change Planned Fee Reduction
 Planned One-time Expenditure(s) Planned Ongoing Expenditure(s)
 Waiver

1. If plan is needed to meet compliance deadline, attach Form 11.B.
2. If Pursuing a waiver, attach Form 11.C.

Schedule 11.A (Continued)
Cash Fund Status for: General Government Computer Center - Fund 602
C.R.S Citation: 24-30-1606

Cash Fund Expenditure Line Item Detail and Change Requests

| | Actual FY2004-05 | Actual FY 2005-06 | Estimate FY 2006-07 | Request FY 2007-08 | Projected FY 2008-09 |
|--|---------------------|----------------------|------------------------|-----------------------|-------------------------|
| DOIT - Computing Services | | | | | |
| Personal Services - Admin | 422,524 | 426,763 | 427,470 | 449,066 | 462,538 |
| Operating Exp - Admin | 6,396 | 6,270 | 6,450 | 6,450 | 6,450 |
| Personal Services - Cust Svcs | 890,984 | 899,824 | 943,539 | 995,592 | 1,025,460 |
| Operating Exp - Cust Svcs | 13,430 | 11,108 | 14,625 | 14,625 | 14,625 |
| Personal Services - Computing | 2,662,669 | 2,867,685 | 2,870,206 | 3,055,026 | 3,146,677 |
| Operating Exp - Computing | 6,072,099 | 5,555,698 | 6,181,350 | 6,181,350 | 6,181,350 |
| HIPAA Security Remediation | 341,220 | 118,489 | 86,978 | 86,978 | 89,587 |
| Indirect Cost | 701,326 | 595,768 | 467,949 | 566,864 | 583,870 |
| Property, Liability, WC | 63,585 | 69,564 | 89,973 | 112,093 | 115,456 |
| Legal Services | 716 | 2,591 | 1,841 | 1,841 | 1,841 |
| Vehicle Lease Payments | 0 | 0 | 0 | 0 | 0 |
| Cap Complex Leased Space | 393,220 | 294,797 | 265,251 | 319,686 | 329,277 |
| MNT | 82,987 | 32,412 | 32,119 | 32,119 | 33,083 |
| Lease/Purchase CPU | 336,034 | 336,034 | 336,034 | 336,034 | 336,034 |
| Leased Space | 0 | 68,335 | 9,563 | 9,563 | 9,850 |
| Off Budget Costs | | | | | |
| Depreciation | 258,506 | 279,772 | 288,165 | 296,810 | 305,714 |
| Compensated Absences | (93,609) | (10,812) | (10,812) | (11,136) | (11,470) |
| User Fees to EDO | 12,748 | 3,687 | 3,798 | 3,912 | 4,029 |
| Revenue Transfer for HIPAA RF | 127,661 | 0 | 0 | 0 | 0 |
| DI #1 Additional DoIT FTE to Address Increasing Information Security Needs | | | | 527,280 | 503,240 |
| Division Subtotal | 12,292,496 | 11,557,985 | 12,014,503 | 12,984,157 | 13,137,614 |
| Total | 12,292,496 | 11,557,985 | 12,014,503 | 12,984,157 | 13,137,614 |

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