

**DEPARTMENT OF PERSONNEL
&
ADMINISTRATION**

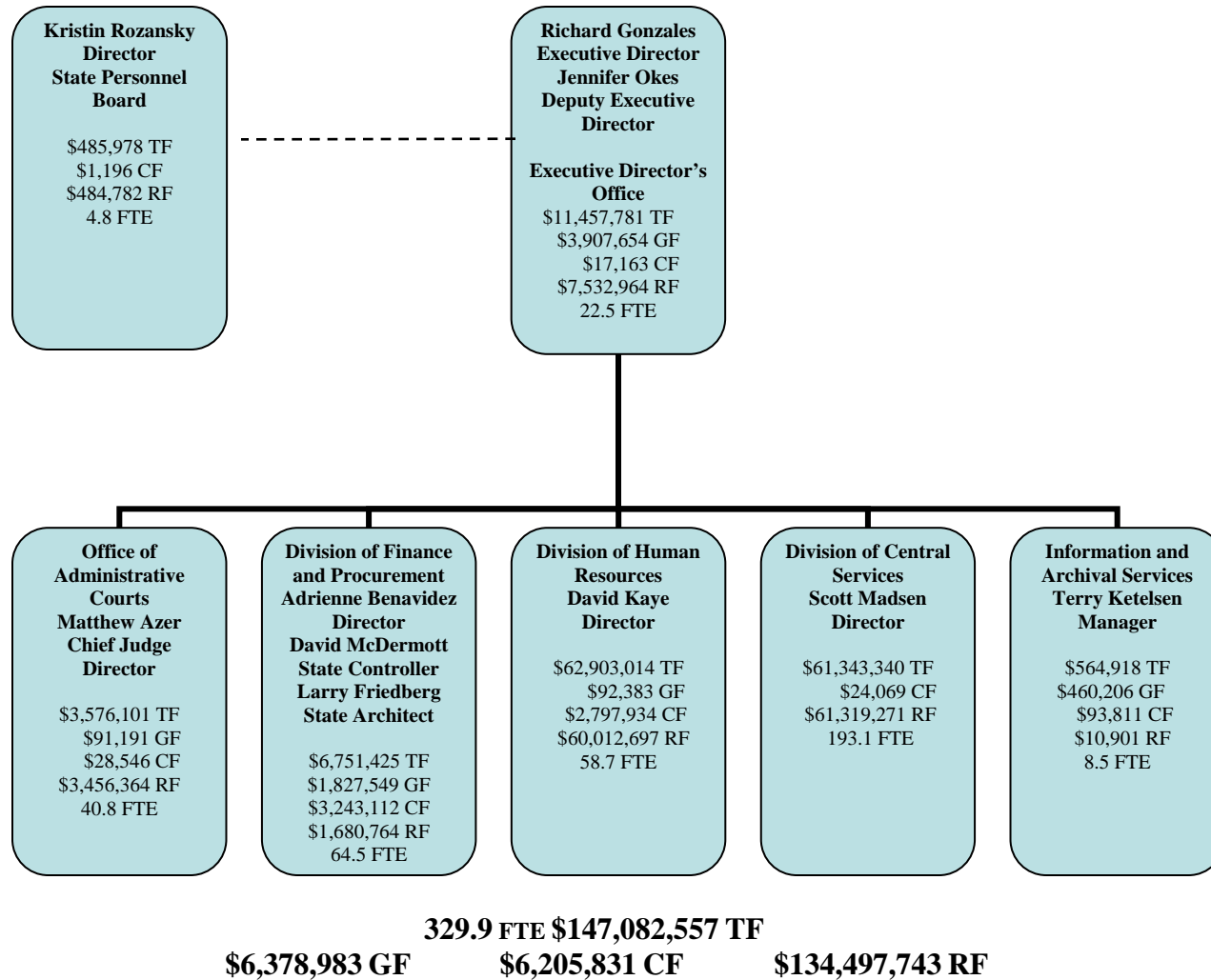


DPA

FY 2009-10 DEPARTMENT DESCRIPTION

NOVEMBER 1, 2008

Organizational Chart – Department of Personnel and Administration July 1, 2008



Department of Personnel and Administration Background Information

The Department of Personnel and Administration (DPA) provides centralized human resources, information, tools, resources and materials needed for Colorado State government to function. The Department provides the infrastructure by which the rest of State government operates. The programs and services provided by DPA are vitally important to the efficient and effective operation of State government.

Due to the nature of the department's business, service to customers is the Department's driving force. The Department's customer base is two-fold; DPA serves State agencies, State employees, and the public. DPA's State government customers include State departments, institutions of higher education, the General Assembly, local government entities, and State employees. DPA operates as a business and service center for programs conducted throughout State government. The Department believes success depends upon offering quality and value to customers and stakeholders by providing economically efficient and sound services while adhering to the highest standards of integrity. Employees are an important base of DPA's internal customers and are the State's most valuable resource. DPA serves tens of thousands of public employees. The Department is committed to ensuring human resources processes provide for the best recruitment, selection, job evaluation, compensation, and retention methods available today. The Department's goal is to develop an environment in which employees can be productive, creative and function at their highest level.

Executive Director's Office

The Executive Director's Office (EDO) is responsible for essential duties that impact not only the entire department, but also a multitude of State agency customers. This office provides the Department with operational management direction, policy formulation and core internal functions in the areas of financial services, human resources, and communications and legislative relations. The Executive Director is Richard Gonzales and the Deputy Executive Director is Jennifer Okes. The office is funded with both General Fund and Reappropriated Funds, including indirect cost recoveries, fees from user agencies, and Statewide indirect cost recoveries. It is located at 633 17th Street, Suites 1400 and 1600, in Denver.

The Budget, Accounting and Contract and Procurement Units are located in the Executive Office and are responsible for providing a central source for accountability, coordination and sound fiscal management in areas related to budgeting, accounting, procurement,

and contract management functions. In addition, the units are tasked with departmental budget and accounting financial oversight, internal payroll processing, analysis of the fiscal impact of legislation, contract processing, and communications with and deliverables to the Joint Budget Committee (JBC), the Governor's Office of State Planning and Budgeting (OSPB), and Legislative Council. Due to the Statewide nature of DPA operations, the Department continues to be especially active in its coordination with all Executive Branch and Legislative Branch agencies.

The Human Resources Unit within the EDO administers the Department's internal personnel functions by providing human resources support and services. The HRU assists DPA employees and supervisors in operating effectively within the Civil Service System and ensures consistency in the handling of personnel issues internal to DPA.

The Government and Public Relations Unit is responsible for department communications, public relations, and the Department's relationship with the General Assembly. The Director of Government and Public Relations oversees the Public Information Officer (PIO) and the Legislative Liaison, in addition to conducting public outreach initiatives aimed at educating customers and the citizens of Colorado about the services DPA provides. This outreach provides DPA leadership ongoing opportunities to learn more about the needs of the customers served. The unit also provides the communication of relevant and timely information to employees through such publications as *Stateline*. The PIO's duties include all open records requests and media inquiries. The Legislative Liaison serves as an advocate for the Department's positions on proposed legislation and responds to inquiries from the Governor's Office, Legislators and Legislative staff.

Division of Human Resources

The Division of Human Resources (DHR) provides expertise, leadership, and consultation in the development and strategic management of Statewide human resources and protection of State assets. The Division Director is David Kaye. The Division is located at 1313 Sherman Street, on the 1st floor, in Denver. The Division is organized to align its resources with its strategic vision in three business sections: Risk Management, Workforce Planning and Development, and Total Compensation.

Risk Management Services (Liability, Property and Workers' Compensation programs) offers comprehensive safety and loss control programs and resources, provides insurance coverage for State buildings and assets, and insures the State by administering and covering liability and State employee Workers' Compensation claims. Risk Management Services is funded with Reappropriated Funds, including the Risk Management Fund, the State Employee Workers' Compensation Account, appropriations to other State

agencies for the Risk Management Fund, appropriations to other State agencies for the Self-Insured Property Fund, and appropriations to other State agencies for the State Employee Workers' Compensation account.

Colorado State Employee Assistance Program (C-SEAP), Randi Wood, Director, consists of services from professionals who provide State employers and employees with confidential counseling, mediation, support, educational and referral services, and facilitates preventative intervention processes to help managers and supervisors curtail workplace risk issues before they become liabilities. C-SEAP is funded with Reappropriated Funds including, but not limited to, funds from the Group Benefit Plans Reserve Fund, the Risk Management Fund, and any interest derived from said funds. C-SEAP reports directly to the Executive Director of DPA.

The Workforce Planning and Development Section develops implements and maintains the systems that enable the State to recruit, hire, and retain an effective workforce. The three primary functions of this section are employee selection, workforce planning and development, and support of automated human resources systems. The Professional Development Center (Training Unit) offers State agencies and employees flexible and interactive training opportunities that include career development, leadership training, and supervisory certificate programs. The unit also provides a venue for C-SEAP and Workers' Compensation training sessions. This unit is funded by Cash Funds from the sale of job reference manuals to and training revenue from non-State agencies and Reappropriated Funds from training revenue from State agencies.

The Total Compensation Section is responsible for maintaining the State's job evaluation and compensation systems, including establishing job classes and setting pay. A job evaluation system is a method of grouping individual job assignments into different job categories based on the nature of the work in order to provide an efficient way for the State to organize its approximately 31,500 individual position assignments and ensure the equitable pay of employees performing similar work. This unit conducts an annual "salary survey" comparing State salaries with those paid in the private sector, and bases salary recommendations to the Governor and General Assembly on that data collected in the survey. Total Compensation also administers the employee group benefits plans; the State of Colorado deferred compensation plan, and the State of Colorado defined contribution plan. The unit provides the initial design of the employee benefit programs as well as the subsequent contractual, administrative, and financial management of these benefits programs. The Total Compensation Unit is funded with Reappropriated Funds, including indirect cost recoveries and Statewide indirect cost recoveries from other departments.

State Personnel Board

The State Personnel Board (SPB) adjudicates employment disputes within the State classified system and is responsible for promulgating rules to ensure that State employment is based on merit and fitness. The Director is Kristin Rozansky. The Board employs Administrative Law Judges (ALJ), conducts administrative hearings, promulgates rules under the authority of the State Constitution, various State Statutes, and State Administrative Procedures Act, and facilitates dispute resolution. The Board is funded with Cash Funds from receipts collected for copies of information and case documentation and Reappropriated Funds from Statewide indirect cost recoveries from other departments. It is located at 633 17th Street, Suite 1320, in Denver.

The Board is constitutionally established with five members, each serving five-year terms. The Governor appoints three members and the remaining two members are elected by State employees. The cases presented to the Board include issues of discrimination, retaliation under the State Employee Protection Act, layoff and retention disputes, wrongful discipline and other employment related issues. The Board's staff conducts settlement conferences, facilitates settlement negotiations between State agencies and their employees, and encourages parties to resolve their cases on their own terms, whenever possible. The Board additionally conducts training for departments and agencies upon agency request. The Board ultimately seeks to provide guidance in achieving and maintaining a sound, comprehensive, and uniform system of human resource management through rules, decisions, communication, and training.

Division of Central Services

The Division of Central Services (DCS) provides the best value to the State in every service offered and to every customer served. The Director of DCS is Scott Madsen. DCS provides support and service needs for State agencies in the areas of State buildings and facilities, grounds maintenance, State fleet vehicles and motor pool services, commercial art, printing, duplicating, imaging, microfilming, data entry, copiers, mailing, State identification cards and administration of the Statewide Travel Management Program. DCS Administration is funded with Reappropriated Funds from user agencies deposited in the Department of Personnel Revolving Fund and the Motor Fleet Management Fund. It is housed at 1001 East 62nd Avenue in Denver.

The Division's long-term goals are to create the highest possible value for our customers, to develop and sustain a thriving team of employees, and to be recognized as industry leaders. DCS is able to provide competitively priced and high value services through

solid management and consolidated service programs. Because of its sizable customer base, the division is able to coordinate and control common support services while providing lower costs through economies of scale and volume.

The Integrated Document Solutions (IDS) unit has operations in Pueblo and Denver and is able to serve State agencies, institutions of higher education and municipalities Statewide. IDS exists to provide high quality, economical and comprehensive business support services to its customers. These services include graphic design, print operations, mail operations, data entry, and imaging services. The program also manages the rental of low volume office copiers to State agencies. The IDS unit strives for customer satisfaction to include quality work, rapid turnaround time, discounted postage, advance technology services and “one stop shopping”. IDS is funded with Reappropriated Fund fees from user agencies deposited in the Department of Personnel Revolving Fund and is located at 1001 East 62nd Avenue, Room A-11, in Denver as well as 2 Jetway in Pueblo.

State Fleet Management (SFM) provides management oversight for all of the vehicles in the fleet program. SFM provides vehicle purchasing, management of maintenance, repairs and preventive services, collision management, vehicle reassignment, fleet monitoring and reporting. SFM also manages the auction and salvage of older vehicles and operates the State Motor Pool. SFM purchases as many alternative fuel vehicles for the State Fleet as is feasible each fiscal year. The program is funded with Reappropriated Fund fees from user agencies deposited in the Motor Fleet Management Fund and is located at 1001 East 62nd Avenue, Room A-18, in Denver.

Facilities Maintenance (Capitol Complex) is responsible for property management and maintenance for all State buildings and facilities located downtown and at the Lakewood, Grand Junction, Camp George West and North Denver Campus locations. The unit is responsible for Statewide coordination of services and required funding, including calculating and establishing rates for all services referenced, and periodically calculating and identifying appropriation needs for all State agencies who utilize its facilities and services. Working closely with the Office of the State Architect, this unit has implemented many energy efficiency efforts. The savings from these efforts have funded the placement of State-of-the-art solar panels in the Governor’s Mansion. Facilities Maintenance is funded by Cash Funds from the Fallen Heroes Memorials Construction Fund and Reappropriated funds from user fees from other State agencies deposited in the Department of Personnel Revolving Fund. The office is found at 1525 Sherman Avenue, #B15, in Denver.

The State Travel Management Program (STMP) oversees and monitors all State employee travel. This oversight extends to negotiating and administering contracts with travel suppliers, travel card systems, airlines, rental car agencies, lodging providers, travel agencies and various incidental suppliers. In addition, the program provides guidance, education and compliance support to travel compliance designees, State travelers, political subdivision program participants and travel vendors concerning the intricacies of

the program policies, procedures, compliance, enforcement and rules. This high-volume customer base enables the State to negotiate exceptional rates and benefits. The program also has an advisory body, the STMP Vendor Roundtable.

Division of Finance and Procurement

The Division of Finance and Procurement (DFP) consists of four primary components:

The Office of the State Controller (OSC) provides management, monitoring and oversight of the State's financial affairs. David McDermott is the State Controller. OSC prepares the State's financial Statements and other constitutional and statutory reports including the TABOR Schedules; administers the State budget; promulgates fiscal rules, and policies and procedures related to the unified accounting system, Colorado Financial Reporting System (COFRS); issues warrants to pay State obligations; develops procedures and administers training related to contract approval; manages the Vendor Offset Program and the Fraud Hotline. This Office is funded by General Fund, Cash Funds from rebates received from the Procurement Card Program, and Reappropriated Funds from Statewide indirect cost recoveries. It is located at 633 17th Street, Suite 1500, in Denver.

The Office of the State Architect (OSA), Larry Friedburg, State Architect, Real E-State Programs, integrates statutory oversight responsibilities with comprehensive design, construction and real E-State expertise. This group provides assistance and training to State agencies and institutions relating to General Fund Capital Construction requests, coordination and prioritization of controlled maintenance requests, and all aspects of real E-State transactions and State owned and leased assets. Primary duties include establishing policies and procedures and providing oversight associated with the State's Capital Construction process, including controlled maintenance and energy management, providing comprehensive project administration services to agencies without technical staff experienced in project design and construction management, establishing policies and procedures and providing oversight for State leases and other real E-State contracts. This program is funded by the General Fund, and is located at 1313 Sherman Street, Room 319, in Denver. The Office of the State Auditor reports to the Executive Director's Office.

The State Purchasing Office (SPO), Adrienne Benavidez, Director, manages Statewide centralized procurement with duties that include the promulgation of the State's procurement rules; vendor BIDS system, electronic vendor notification system; procurement education and leadership; procurement and administration of Statewide price agreements; conducting procurement services for non-delegated agencies; and appeals authority for bid protests. The Supplier Database Unit primarily supports business operational and database needs of the State Purchasing Office. This Office is funded by General Fund, Cash Funds from rebates received from the

Procurement Card Program and the Supplier Database Cash Fund, and Reappropriated Funds from Statewide indirect cost recoveries. It is located at 633 17th Street, Suite 1520, in Denver.

Central Collection Services, Adrienne Benavidez, Director, is a program that serves as a central accounts receivable function and actively collects debts owed to State agencies; departments and institutions after initial collections efforts have been unsuccessful. This office is funded with Cash Funds from collection fees assessed to individuals and Reappropriated Funds from collection receipts previously booked as cash. It is also located at 633 17th Street, Suite 1520.

The Office of Administrative Courts

The Office of Administrative Courts (OAC) provides an easily accessible, independent and cost-effective administrative law adjudication system in Colorado. The Chief Judge/Director of the Office is Matthew Azer. The Office is one of approximately two dozen central panels of independent Administrative Law Judges (ALJ's) in the United States. The judges are independent from the agencies for which they conduct hearings and decide cases. The office hears and decides administrative law matters for a total of more than 50 State departments, agencies, boards and county departments. The OAC serves the State's citizens from three locations; the main office in Denver, the Western Regional Office in Grand Junction, and the Southern Regional office in Colorado Springs. The operation of regional offices allows citizens to have easier access to administrative hearings without having to travel to the Denver metro area. The office is funded by Cash Funds from user fees from non-State agencies and Reappropriated Funds from user fees from State agencies. It is located at 633 17th Street, Suite 1300, in Denver.

The OAC conducts all Workers' Compensation merits hearings for the entire State; all public benefits cases (food stamps, Colorado Works, Aid to Families with Dependent Children, 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.

The Colorado Independent Ethics Commission (IEC), administratively housed in the OAC, was established by statute to carry out the mandates of Amendment 41 regarding ethics of public officials that was passed by the electorate in November 2006. The Commission employs a director, independent from OAC and the Department of Personnel and Administration (DPA). The IEC is funded with General Fund appropriation.

Information and Archival Services

Information and Archival Services plans, manages, operates and implements the State's archival and records management program to protect, preserve and maintain the legal documents for Colorado territorial and State government. The Manager of this unit is Terry Ketelsen. 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. This unit is funded by General Fund, Cash Funds from user fees from non-State agencies, and Reappropriated Funds from user fees from State agencies. The office is located at 1313 Sherman Street, Room 1B20, in Denver.

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. The Information and Archival Services unit currently reports to the Executive Director's Office.

Prior Year Legislation**SB 08-155; IT Consolidation**

Sponsors; Senators, Cadman, Groff, Morse, Bacon, Boyd, Brophy, Gibbs, Gordon, Hagedorn, Harvey, Isgar, Johnson, Keller, Kester, Kopp, Mitchell S., Penry, Renfroe, Romer, Schultheis, Schwartz, Shaffer, Spence, Tapia, Taylor, Tochtrop, Veiga, Ward, Wiens, Williams, and Windels; also Representatives, Kerr A., Buescher, May M., Balmer, Carroll M., Casso, Fischer, Frangas, Gagliardi, Gallegos, Gardner B., Gardner C., Green, Hodge, Jahn, Judd, Kerr J., King, Lambert, Liston, Looper, Lundberg, Madden, Marostica, Marshall, Massey, McFadyen, McKinley, McNulty, Merrifield, Peniston, Pommer, Primavera, Rice, Rose, Solano, Sonnenberg, Soper, Stafford, Stephens, Summers, Vaad, White, Witwer, Butcher, Garza-Hicks, Labuda, Middleton, and Todd.

Senate Bill 155 has been signed with an effective date of effective July 1, 2008. The responsibility and oversight for State Information Technology will be transferred to the Governor's Office of Information Technology. All Department of Personnel and Administration (DPA) information technology employees will be transferred effective July 1, 2008. The Department has worked cooperatively with the Governor's Office on the development and implementation of the Information Technology Consolidation plan. Information and Archival Services was not moved out of the Department with the IT consolidation bill.

Hot Issues**Hot Issues - Governor's Colorado Promise Initiatives****Making Health Care More Affordable**

- The Division of Human Resources (DHR) is continually evaluating and advocating for the lowest and most comprehensive health care costs for State employees. In response to HB 07 1335, the Division has implemented the requirement that tobacco litigation settlement moneys be used to supplement the State contribution to the State group health benefit plan premiums of lower-income State employees who meet specific qualifications.

Focusing on Prevention and Intervention

- DHR is providing some disease pilot studies in conjunction with Great West Healthcare. The Division is also providing asthma management training and services in order to promote proactive management of asthma before extended health care treatment is required.
- A Risk Management awareness program, entitled, "It's a New Day," is being implemented as a proactive measure to address rising Workers' Compensation claims.
- Another proactive approach to avoiding workplace risk is the Colorado State Employee Assistance Program, C-SEAP, providing personal, professional, and organizational prevention and early intervention services as well as crisis response. These services have been shown to mitigate risk in areas including excessive absenteeism, workplace conflict, performance issues, violence in the workplace, and workers' compensation claims. The State Employee Mediation Program (SEMP), administered through C-SEAP, is in the process of developing in-house mediation training in order to increase the SEMP pool of mediators Statewide.
- C-SEAP conducted a conflict resolution pilot (finalized February, 2008) in partnership with a large State department which resulted in a 17% reduction in corrective actions during FY2007 in the pilot regions and an estimated range of savings between \$118,092 and \$152,026. The Department is currently exploring opportunities to extend pilot activities to other departments.
- The Executive Director's Office, Ombuds Office, serves as a venue for confidential and non biased workplace problem identification and resolution.

Hot Issues - Governor's Colorado Promise Initiatives (cont.)**Economic Development/Fostering Collaboration**

- The Division of Finance and Procurement, State Purchasing Office (SPO) is increasing utilization of historically underutilized enterprises such as utilization of Minority/Women Business Enterprises.

Government Efficiency and Management (GEMS)

- The Department is addressing the changing workforce as State employees begin to retire in large numbers. DHR is focusing on attracting new talent while retaining the most experienced employees until knowledge transfer is in place and working. Changes to the workforce diversity and demographics drive a new emphasis on effectively managing diversity in generations, gender, and ethnic groups.
- The Colorado State Employee Assistance Program (C-SEAP) is able to enhance its efforts to mitigate certain State business risks more effectively by proactively avoiding productivity and workplace issues like organizational conflict, employee personal issues, and related Workers' Compensation, liability claims and litigation through employee assistance and training.
- The Division of Finance and Procurement (DFP), State Purchasing Office (SPO), is developing and implementing E-Procurement solutions as an effective tool enabling organizations to take control of their purchasing processes while with reducing processing costs, realizing cost savings due to disciplined purchasing behavior, and detailed, accurate and readily available purchasing and contract data. The office is also working to increase utilization of State price agreements by; increasing the number of mandatory price agreements and making certain that these are viable, cost effective and aligned with State policies, providing easier access to price agreement information for users around the State, collaborating with the delegated agencies to make improvements to price agreements, and exploring ways to further increase the use by Political Subdivisions.
- The DFP, Central Collection Services (CCS) is in the process of reviewing and revising key business processes within the unit, most significantly the way it collects debts owed and continues to evaluate ways to streamline and improve customer friendly processes.
- The Office of the State Controller (OSC) is working on the reengineering of financial processes. Before COFRS is considered for replacement, State agencies working with the OSC will need to identify specific process improvements and best practices for financial processes in preparation for the purchase of a new accounting system.

Hot Issues - Governor's Colorado Promise Initiatives (cont.)**Institute a Total State Government Performance Review**

- The OSC is working to continue to increase transparency in State government. On June 2, 2008, the Office of the State Controller, the State Treasurer's Office, and the Governor's Office released the second annual State Taxpayer's Accountability Report (STAR). The STAR will be updated and refined each year with current data as well as new data and presentation changes to enhance its usefulness to Colorado's taxpayers.

Increase Customer Service

- The Department is evaluating customer service to constituents, agencies and employees. Quality and responsive customer service is a high priority for the agency.

Create a 1-800 waste and fraud hotline to the Governor's Office

- OSC continues to monitor the State's existing fraud hotline and plans to work with the Governor's Office on increasing the visibility and functionality of the fraud hotline including making the hotline anonymous using a third party vendor.

Hot Issues - Governor's Executive Order, Greening of Government

- OSC has developed and implemented standards and internal control documentation training in response to the implementation of the federal legislation known as Sarbanes-Oxley which has an indirect impact on government financial management. OSC plans to increase its activity in assisting State departments with implementing and reviewing of departments' internal control programs. OSC also plans to work cooperatively with State departments and other States in developing and possibly acquiring the necessary tools to evaluate and improve their internal control programs.
- The Division of Central Services (DCS) continues to work on the development of strategic partnerships with State agencies, political subdivisions, and public sector agencies to provide centralized services and increased savings to potential customers.

Hot Issues - Governor's Executive Order, Greening of Government (cont.)

- The DCS, State Fleet Management (SFM) petroleum reduction initiative includes proposing the following activities as Statewide "menu" items to each department so they can select the options they feel will work best for their operations: purchasing the most fuel efficient models that are made available through the State bids/purchasing program including vehicles that have higher miles per gallon Corporate Average Fuel Economy standards, working on several programs and initiatives being evaluated for the purpose of reducing petroleum fuel consumption and vehicle emissions, and reducing the amount of fleet vehicle miles traveled.
- The State Personnel Board (SPB) is moving to an "E-filing" system. Nationally, many court systems are incorporating some form of e-filing systems into case management and administration. E-filing systems eliminate the need for a party to appear in person at the courthouse to file a document. SPB is planning to begin to move to a paperless office system as finances allow.
- The Office of Administrative Courts (OAC) is in the process of developing current and future strategic planning efforts to include the average number of days for a hearing to move through the process to completion, average number of days to issue an order after completion of hearing, and a quantification of efficiencies and savings associated with the dedication of a full-time Administrative Law Judge assigned to Grand Junction for Western Slope hearings. In general terms, prehearing conferences can result in a reduction of hearing time as issues are clarified with litigants and their legal representatives.
- The OAC is exploring the appropriateness of the use of electronic/technological enhancements for delivery of services. "E-filing", distribution of order electronically, and "publishing" decisions and orders on the web are examples of the way the office is entering the "E" law arena. Whenever it is technologically possible and economically feasible, the office is utilizing this powerful tool to better serve our customers and to generate efficiencies. OAC is also exploring "e-distribution" of Workers' Compensation orders and decisions to parties, implementing a Statewide policy for e-distribution of orders to attorneys practicing before OAC, and instituting a pilot program in the Colorado Springs office for e-distribution of orders.
- The Division of Finance and Procurement State Purchasing Office (SPO) has been delegated responsibilities originating from the Governor's Executive Order on *Greening of State Government*. SPO is charged with developing policies and procedures for the purchase of goods that will assure that goals and objectives from the Greening State Government initiatives are met. In addition, HB07- 1220 requires that when State agencies are bidding for goods and services, they shall give a price preference of five percent to the vendor who demonstrates a more environmentally preferable product or service offering.
- The Office of the State Controller (OSC) is focused on increasing efficiency by doing as much of its work electronically as is feasible. Some examples are sending correspondence electronically and posting items and alerts on the State Controller's Website and to the Financial Data Warehouse.

Hot Issues - Implemented Legislative Requirements**SB 07-228 – Contracts System Administration (in process)**

This bill created a new section of law (24-102-205, C.R.S.) and provides the following provisions; requires the development of a publicly accessible database by June 30, 2009 to track personal services contracts for the State that exceed \$100,000, the legislation requires the establishment of performance standards, vendor performance evaluations as to quality, cost, and timeliness, and provides for an FTE (full time equivalent) to monitor the processes and system. The Office of the State Controller will manage the system and the FTE.

Hot Issues - High Profile Projects involving Change Requests**C-SEAP Program Funding Change Request for FY 2008-09**

This decision item supported the funding necessary for the Colorado State Employee Assistance Program (C-SEAP) to supplement existing program resources beginning in FY 2008-09 that will enable the program to meet the growing need for and sustain the value of services to employees Statewide. The additional resources requested included an addition of 5.5 FTE and \$357,989 Cash Funds Exempt spending authority associated with personal services and operating appropriations. This funding will allow C-SEAP to enhance its efforts to mitigate certain State business risks more effectively by avoiding productivity and workplace issues like organizational conflict, employees' personal issues, and related workers' compensation and liability claims and litigation. C-SEAP currently serves State employees, managers, and educators through offices located in Denver, Colorado Springs, Pueblo, Canon City, Grand Junction, and Northern Colorado. The program is essential and unique in terms of providing counseling services by M.A. - and Ph.D. - level Employee Assistance Program (EAP) specialists concerning personal and work-related issues as well as providing management/organizational consultation and training. During the past six years, utilization and the associated workload for C-SEAP staff has increased by 134%, from 3,034 clients served during FY 01-02 to 7,094 clients served in FY 06-07. C-SEAP utilization is projected to rise each year, potentially serving 8,000 employees in FY 07-08 and nearly 9,000 by FY 08-09.

Hot Issues - Update on Efficiencies and Savings in Prior Initiatives

- The Office of the State Architect (OSA) within the Executive Director's Office, is working with the Governor's Office, the Capital Development Committee and associated State agencies to develop and implement a building, lease and land use master plan for the Capitol Complex.
- The Division of Central Services (DCS) content management plan will provide accessible data online for staff and customers. The Electronic Document Warehouse (EDW) has given multiple State agencies the opportunity to automate and structure data. Through index search capabilities and online access, the various work units in State government will begin to show direct impact on business results. The Division has also identified a trend toward heightened security needs in the information industry. In response to identity theft and potential terrorist threats, Integrated Document Solutions (IDS) safeguards customer confidentiality and safety through all stages of information processing, distribution and storage.
- DCS works to eliminate duplicative services with a focus on more efficient business processes.
- There are currently 605 Flex Fuel Vehicles, with 105 additional vehicles ordered, that can use Ethanol in a blend of 85% (E85) or biodiesel at a blend of 20% (B20) or above. There are approximately 480 additional E85 FFV purchases scheduled for FY09 based on available models in 2008. Using these renewable fuels directly displaces the use of imported petroleum fuel and significantly reduces green-house gas emissions.
- SFM is pursuing funding to enable the installation of State owned E85 and Biodiesel fueling sites to maximize the consumption volumes of renewable fuels while minimizing cost to the State by utilizing the benefits associated with bulk fuel purchasing agreements. A site is currently being installed at the downtown motor pool, and will be operational by July 1, 2008.
- SFM has established tentative agreements with twenty political subdivisions of government to partner with the State and share alternative fuel sites. These partnerships help to establish a network to promote an increase in clean fuels usage that reduce both greenhouse gas emissions and reliance on imported foreign oil.
- SFM currently has 106 hybrid electric vehicles (HEV) in the fleet, with an additional 25 vehicles ordered, for a total of 131 hybrid electric vehicles. There are also 216 additional HEVs scheduled to be purchased in FY09.
- SFM continues to evaluate its plug-in hybrid electric vehicle (PHEV). This vehicle has been retrofitted with lithium-ion batteries and is currently achieving greater than 100 miles per gallon (MPG). Due to estimated cost and reliability, SFM recommends the State should continue to experiment with converting hybrid electric vehicles to a PHEV one vehicle at a time until the conversions are proven to be more reliable.

Hot Issues - Update on Efficiencies and Savings in Prior Initiatives (cont.)

- SFM continues to evaluate vehicle mounted global positioning systems (GPS) in an effort to efficiently route State delivery services and improve driving behaviors, reduce idle time, and reduce risk and accidents.
- SFM conducts a vehicle user survey. This web based interface enables users of State vehicles to better identify the activities the vehicle is expected to perform. By matching the assigned vehicle more precisely to the types of functions it needed, the vehicle will have an improved MPG, resulting in a longer lifecycle, improved reliability, and reduced maintenance. In addition, SFM is upgrading in some instances to diesel vehicles when off-road, heavy cargo and towing is required. The upgrade results in a longer vehicle life cycle, improved durability and reliability, at least a 20% reduction of fuel consumption, and an increase in biodiesel usage to displace petroleum. Also, crossover two wheel drive (2WD) and all wheel drive (AWD) vehicles can replace most four wheel drive (4WD) SUVs where possible, greatly improving MPG. Last year, SFM Stated its intention to add these vehicle types and reduce the number of 4WD SUV's in the fleet, and during the FY08 new vehicle ordering cycle, 35 vehicles that were scheduled as 4x4 purchases were either purchased as a 4x2, AWD, or Ford Escape Hybrid 4x4 vehicles to increase average MPG.
- SFM has an evaluation program to identify benefits associated with the use of auxiliary power units (APU) in busettes and oversized equipment. SFM recommends the use of APUs for all vehicles that have to idle for extended amounts of time, such as patient & prisoner transport vehicles, delivery vehicles, and fish hatchery vehicles. Although the initial price to purchase auxiliary power units is \$3,000 to \$5,000, there will be a significant reduction in fuel consumption and greenhouse gases over time.
- SFM has purchased three Compressed Natural Gas (CNG) vehicles. The price equivalent of one gallon of CNG is approximately \$1.90. CNG is a renewable fuel and an option to directly displace petroleum fuels.
- The Division of Central Services, Capitol Complex, is focusing on how to incorporate sustainable operations, meet LEED-EB guidelines and infuse them into everyday operating practices. Capitol Complex has successfully certified three (3) buildings as LEED-EB and plans to extend this certification to the remainder of the complex in the coming years.
- The Division of Central Services, Capitol Complex has contracted with Chevron Energy Solutions to perform performance-based contracting services throughout the Capitol Complex and associated buildings, Grand Junction, the three Lakewood buildings and North Campus. The goal of this project is to conserve energy through tenant awareness and the replacement or upgrading of older, inefficient systems. This project began in the spring of 2002 with an energy audit of all the Capitol Complex buildings. Phase 3 of the Performance Contract was signed Friday May 30th, 2008. Proposed projects under Phase 3 are: new Grand Junction boilers, State Capitol exterior lights, lighting control upgrades, 1570 Grant HVAC upgrades, 690/700 computer room cooling unit upgrades, State Capitol solar panels, Complex plumbing fixture upgrades, Power Plant cooling tower replacement, Governor's Residence window replacement 2nd & 3rd floor, ground source heating & cooling system and interior HVAC distribution & control systems, Carriage House controls, and Merrick Parking Garage solar energy use.

Hot Issues - Update on Efficiencies and Savings in Prior Initiatives (cont.)

- Energy consumption in recent years has been considerably lower than in the set baseline year, shown in the following graphs.

Energy Consumption for Capitol Complex Facilities									
	FY 03-04 (Base Year)	FY 04-05	Change from Base Yr.	FY 05-06	Change from Base Yr.	Change from Prev. Yr.	FY 06-07	Change from Base Yr.	Change from Prev. Yr.
Electricity (KwH)	33,492,802	30,884,343	(7.8%)	29,950,630	(11.0%)	(3.0%)	29,022,230	(13.4%)	(3.1%)
Electricity (KW)	117,421	108,430	(7.7%)	69,167	(41.09%)	(36.2%)	67,491	(42.5%)	(2.4%)
Natural Gas (Therms)	93,355	149,987	60.6%	156,203	67.3%*	4.1%	168,328	80.3%	7.7%
Water & Sewer (Kgal)	29,372,266	22,155,730	(24.6%)	31,486,470	(7.2%)	(42.1%)	27,734,237	(5.5%)	(11.9%)
Steam (Mlbs)	36,179	35,810	(1.0%)	22,947	(36.57%)*	(31.3%)	21,940	(39.9%)	(4.3%)

*Natural Gas increase due to Judicial Heritage Complex switching to Natural Gas boilers and removal from Capitol Complex steam loop. Steam savings reflected in FY06.

ENERGY CONSUMPTION FOR GRAND JUNCTION STATE FACILITY

	FY 03-04 (Base Year)	FY 04-05	Change from Base Yr	FY 05-06	Change from Base Yr	Change from Previous Yr.	FY 06-07	Change from Base Yr.	Change from Previous Yr.
Electricity (KwH)	921,280	840,800	(8.7%)	801,280	(13.3%)	(4.7%)	751,040	(18.4%)	(6.2%)
Electricity (KW)	2,415	2,279	(5.6%)	2,125	(12.0%)	(6.7%)	2,017	(16.4%)	(5.8%)
Natural Gas (Therms)	11,406	10,642	(6.7%)	9,642	(15.47%)	(9.4%)	10,780	(5.4%)	(5.8%)
Water & Sewer (Kgal)	753	705	(6.4%)	696	(7.57%)	(1.28%)	740	(1.7%)	6.3%

Workload Indicators**Executive Director's Office**

Ombuds Workload Indicator	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Number of employee contacts	N/A	N/A	1,559	TBD

Division of Human Resources

Training Services Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Number of employees trained through the Professional Development Center (fee-based training program)*	746	752	1,678	TBD
Number of Registrations (total number of students enrolled in all classes)	918	920	2,851	TBD
Number/dollar value of training waivers granted to departments, excluding Higher Education	225 \$3,364,863	260 \$2,206,294	329 \$2,161,269	TBD

* This number is unique student count and does not take into account one student taking several classes.

C-SEAP Workload Indicator	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Number of contacts by the Colorado State Employees' Assistance Program (e.g., employee cases, workplace consultations & auxiliary services)	7,015	7,094	8,149	TBD

Risk Management Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Number of workers' compensation claims filed.	3,877	3,710	4,159	TBD
Number of liability claims filed.	1,544	1,546	1,645	TBD
Number of Property Damage Claims Filed	111	132	123	TBD
Total DHR contacts (Benefits, Total Compensation, Performance Management, Rules Interpretation, etc.)*	N/A	N/A	N/A	TBD

*This measure was added at the beginning of FY 2008-09, and the Division will begin reporting on the measure in the Department's FY 2010-11 request.

State Personnel Board

Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Number of Case Filings	212	221	231	TBD
Percentage of Cases Set for Hearing Which Have Settled	90%	77%*	89%	TBD
Number of Evidentiary Hearings Held and Decisions Issued	26	24	26	TBD
Number of Days in Evidentiary Hearing	78	59	85	TBD
Number of Preliminary Recommendations Issued	37	24	27	TBD

*The rate of settlement for FY02-03, FY 03-04 and FY 04-05 was 57%, 48% and 57% respectively; the settlement rates for FY05-06 and FY06-07 were extraordinarily high when compared to the settlement rates since FY 02-03 (when the Board implemented its case

tracking system to better capture case statistics, including settlement rates). The aberration in the settlement rates may be accounted for by the settlement of a large number of layoff cases arising out of the budget cuts implemented by the 2003 legislature.

Division of Central Services

Mail Operations Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Pieces of Mail Processed	25,669,260	35,385,464	43,287,303	TBD
Total Number of Mail Stops (per month)	258	253	277	TBD
Total Demand / Special Runs	1,735	1,278	1460	TBD

Print Operations Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Total Print Impressions	59,977,170	60,566,149	78,326,073	TBD
Total Print Jobs	12,502	9,555	6,844	TBD
“Right Sourced” Printing*	\$480,006	\$695,055	\$722,944	TBD
Total Design Jobs (Includes Business Card Orders)	4,212	4,471	3927	TBD
Total Design Units (15 minute increments)	15,488	14,722	14043	TBD

* “Right Sourced” Printing is when IDS determines the correct way to implement a project for a customer, whether it be done with State owned resources or outsourced in order to ensure the best price, quality and turn around time.

Imaging Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
16MM (# of images)	8,295,708	9,014,495	8,654,471	TBD
SCAN (# of images)	4,215,000	4,818,821	4,566,952	TBD
Total Images (includes all types)	12,798,837	14,102,203	13,221,423	TBD

Electronic Data Warehouse (EDW) Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Electronic Documents Stored on the Electronic Data Warehouse	18,352,979	28,291,813	39,100,892	TBD

Document Conversion Workload Indicators <i>(measured in documents/images)</i>	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Data Entry	5,634,573	5,135,252	5,772,545	TBD
OCR/ICR (Including Prep)	3,049,333	3,631,686	3,604,633	TBD
Online	378,948	291,194	299,178	TBD

State Fleet Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Number of Vehicles in the State Fleet	5,105	5,738*	5781	TBD
Number of Miles Driven	69,573,280	70,684,794	74,623,095	TBD
Number of Maintenance/Repair Work Orders Generated	56,383	56,986	91,430	TBD
Average Cost per Work Order	\$121.51	\$128.06	\$81.28	TBD
Fuel Cost per Gallon	\$2.23/gal	\$2.30/gal	\$2.77/gal	TBD
Total Fuel Expense	\$9,403,367	\$9,977,577	13,381,207	TBD
Average mile/Gallon	16.45	16.31*	15.47	TBD
Average Maintenance Cost/Mile	\$.092	\$.096	\$0.101	TBD
Average Operating Cost/Mile (Fuel & Maintenance)	\$.227	\$.238	\$.280	TBD

*Includes vehicles added to State Fleet through the passage of SB06-15.

Motor Pool Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Number of Rental Cars	63	65	68	TBD
Number Rental Days	8,235	7,116	8,343	TBD
Average Days per Rental	2.61	2.76	2.89	TBD

Motor Pool Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Average Miles per Rental	368	396	378	TBD

Capitol Complex Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Number of Work Orders	15,411	12,330	TBD	TBD
Number Of In House Projects	80	73	TBD	TBD
Number of Insurance Projects	3	14	TBD	TBD
Number of Emergency Projects	3	6	TBD	TBD
Controlled Maintenance Projects	5	6	TBD	TBD
Controlled Maintenance Project Cost	\$2.5 Million	\$3.2 Million	TBD	TBD

Division of Finance and Procurement

Procurement Workload Indicator	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Volume/Utilization of Price Agreements Statewide	\$297.7M	\$344.3M	TBD	TBD

Office of the State Controller Courts Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Count of Funds Established on COFRS	N/A***	720	749	TBD
Payroll Count (General Government - Personnel System and Exempt - Excludes Higher Education)	N/A	29355	30,380	TBD
Appropriation Documents and Appropriation Transfers Documents	N/A	14993	16,034	TBD
Governmental Accounting Standards Issued (Cumulative at year end)	N/A	51	53	TBD
Count of Vendors Paid*	N/A	68,051	69,273	TBD
Bills Signed By Governor	N/A	466	468	TBD
Statewide Contract Records**	N/A	8782	9,616	TBD

*Vendor count is used as a surrogate for workload related to warrant insurance, cancellation, tracking, 1099 reporting, and vendor file management.

**Contract records are based on last action date within the fiscal year and do not include contacts marked as void.

*** All values for FY 2005-06 all marked as Not Applicable as they were not recorded for workload indicator purposes that year.

Office of Administrative Courts

Office of Administrative Courts Workload Indicators	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Number of applications for hearings received/processed (Cases Opened)	14,088	10,101	9,357	TBD
Number of hearings held	3,798	3,923	3,545	TBD
Number of days/hours in hearings (Bench Time)	3,845.2	3,511.5	3418.6*	TBD
Number of house billed	N/A	N/A	40,892.80	TBD
Average number of days from application to hearing date (workers' compensation cases only)	Not available	91.02	96.4	TBD

* Merit & Procedural Hearings only