

**DEPARTMENT OF PERSONNEL
&
ADMINISTRATION**



DPA

FY 2009-10 STRATEGIC PLAN

NOVEMBER 1, 2008

Introduction

The Department of Personnel & Administration (DPA) provides the human resources, information, tools, resources and materials needed for Colorado state government to function. The Department provides the business center for the rest of state government. The programs and services provided by DPA are vitally important to the efficient and effective operation of state government.

The Executive Director's Office (EDO) provides the Department with operational management direction, policy formulation and core internal functions in the areas of communications and legislative relations, financial services, and human resources.

The Division of Human Resources (DHR) is responsible for effectively managing the State Personnel System. DHR creates, maintains and enhances statewide human resource rules, programs, and systems in cooperation with state agencies and other stakeholders so that agencies can recruit, hire, and retain workforces best suited to their missions.

The State Personnel Board (SPB) makes rules governing the State Personnel System and hears appeals by applicants and employees in the state personnel system. The Board's mission is to resolve disputes involving state employees and agencies in a manner that is fair, efficient, and understandable for all parties in order to establish policies and rules that protect and recognize merit as the basis for state employment while balancing management's need for discretion and flexibility. Furthermore, the Board is charged with providing guidance in achieving and maintaining a sound, comprehensive, and uniform system of human resource management through rules, decisions, communication, and training.

The Office of Administrative Courts (OAC) is Colorado's centralized administrative court system. The Office is a central panel of administrative law judges to decide workers' compensation, human services, licensing, and a variety of other cases.

The Division of Central Services (DCS) is responsible for reducing costs to other State agencies for commonly used support services, such as mail services, collections, travel, printing, copying, and imaging documents. In addition, the Division is responsible for the oversight of property management for the Capitol Complex, the Grand Junction State Services Building, and Camp George West. Finally, the Division also administers the statewide Fleet Management Program that provides vehicles to and monitors the related automotive maintenance costs of other State agencies.

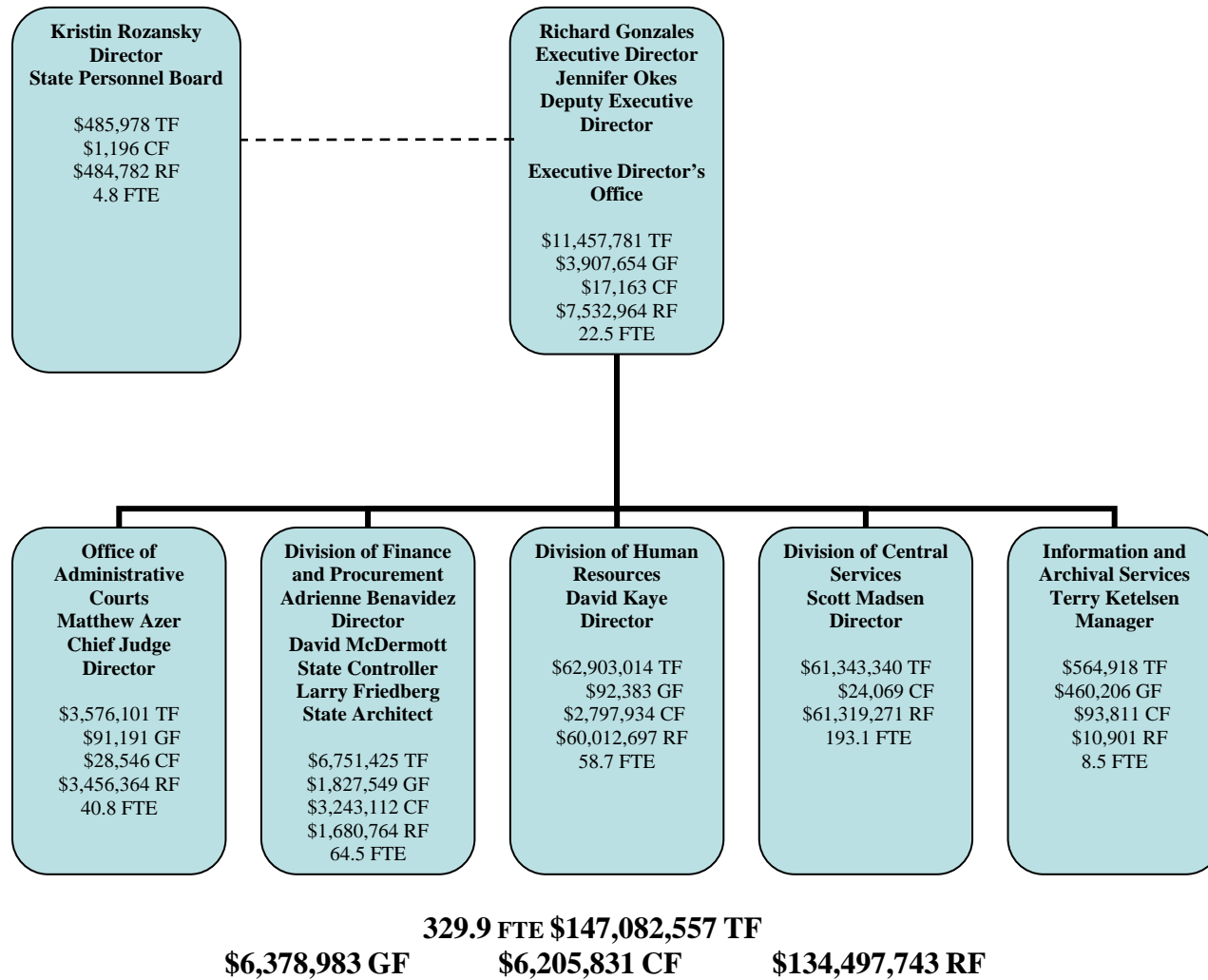
The Division of Finance and Procurement (DFP) includes the State Purchasing Office, which manages the financial affairs of the state and its departments primarily through the Colorado Financial Reporting System (COFRS). This includes statewide financial reporting,

policy and procedural guidance, contract management, central payroll functions, vendor file management, warrant distribution, and the development of a statewide indirect cost allocation plan. In addition, the Division includes Collections Services, which is statutorily responsible for providing debt collection services to State agencies and political subdivisions, as well as the Office of the State Architect, which includes the Real Estate Services Program, coordination of capital construction & controlled maintenance requests and building lease review, among other functional responsibilities.

Statutory Authority

The statutory authority for the Colorado Department of Personnel and Administration is found in Title 34, Section 50.3-105, Colorado Revised Statutes.

DEPARTMENT STRUCTURE – ORGANIZATIONAL CHART September 2, 2008



MISSION STATEMENT

DPA provides State Government Agencies the ability to focus their limited resources towards the efficient and effective delivery of services to the citizens of Colorado. DPA performs a set of core functions including infrastructures, processes, services, guidance and the necessary tools to eliminate redundancy in the facilitation of state government.

VISION

DPA functions by its vision statement: “Good Government Starts Here.” The Department’s five year vision is inspired by this statement. The idea encompasses a five-fold focus.

First, DPA plans to champion sustainable practices in accordance with the Governor’s Colorado Promise. The department will use appropriated funding to include greening of government in all divisions. Movements include the use of “e-filing” and “e-orders” in the court system, alternative fuel use in the State Fleet, an increase in recycled paper use in the Document Solutions Group, and a reduction of energy consumption in the Capital Complex.

Secondly, DPA is working to help the State of Colorado become the employer of choice. The Executive Director’s Office plans to implement a statewide recruitment plan with an outreach to military, veteran groups, schools, advocacy and community outreach groups. In addition, the Division of Human Resources is showing advances toward this goal, using funding to increase the State of Colorado contribution to health insurance and to offer many training options to make the workplace more efficient and safe.

Next, DPA will strive to be valued, respected and responsive services leaders. The Department recognizes that State Agencies depend on the services it offers, and strives in every Division to maintain and improve its quality. Divisions will continue to take steps to reduce costs to State Agencies and offer timely and superior work.

Also, DPA will continue to focus on maintaining a continuous customer focused process improvement orientation. Several Divisions, including the Division of Central Services, the Colorado State Employee Assistance Program in the Division of Human Resources, State Personnel Board, and Office of Administrative Courts, put out yearly surveys to gain customer feedback on their services, and strive to incorporate this information into changes and improvements to their program. Divisions also plan improvements in the survey to gain more response, including the use of electronic surveys.

Lastly, DPA will continue to strive to always develop and maintain effective partnerships with its customers. Several Divisions have appropriated funds for outreach and training programs that access other State Agencies to inform them of services and how to use them, offer workplace or Division specific training, and discuss items of interest and gain outside opinions.

DEPARTMENT OBJECTIVES

The following objectives join the Department's mission and vision into a cohesive and sustainable plan that is consistent with the focus of this Executive Administration:

1. Improve business processes
2. Maximize workforce quality
3. Advocate a competitive total compensation package for State employees
4. Develop and maintain strategic partnerships
5. Align all relevant tools in concert with identified business needs
6. Support greening of State government

DIVISION LEVEL OBJECTIVES AND PERFORMANCE MEASURES

Executive Director’s Office (EDO)

Objective: Visit all State agencies Executive and/or Deputy Executive Directors for an executive level information update and exchange to discuss global personnel matters.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase total number of Departments visited by Executive and/or Deputy Executive Directors per year.	Benchmark	N/A	N/A	4	5
	Actual	N/A	3	TBD	TBD

Strategies: DPA will create a master calendar to schedule and plan visits. To ensure visits, this objective will also be made a high priority.

Evaluation: As this performance measure is new to the Executive Director’s Office this year, evaluation of success in meeting this benchmark is not applicable.

Objective: Increase employee outreach with statewide Town Hall meetings in order to encourage employee interaction with DPA Executive Office.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase number town halls conducted in each quadrant of the State by two town halls per year.	Benchmark	N/A	N/A	17	19
	Actual	N/A	15	TBD	TBD

Strategies: DPA will organize applicable staff in advance to ensure the occurrence in each quadrant. Like the executive visits, a master calendar will aid in planning this project. This year, town halls were conducted in Grand Junction several times, at Colorado State University in Fort Collins twice, at University of Colorado Health Sciences, at the Department of Corrections, and the Department of Labor and Employment, among others. It should also be noted that the Department has conducted 22 additional town halls with specific agenda to discuss potential changes to Personal Leave. These are not counted in the official town halls, which have a main goal of increasing interaction with the Executive Office.

Evaluation: As this performance measure is new to the Executive Director’s Office this year, evaluation of success in meeting this benchmark is not applicable. The benchmark will increase by two town halls conducted per year for the first several years after implementation of this program, after which the Office will re-evaluate its goals.

Objective: Highlight the work of the Ombuds Program to State agencies and employees through defined outreach and statistical reporting.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase number of contacts with State agencies and employees yearly by 10%.	Benchmark	N/A	N/A	97	107
	Actual	N/A	88	TBD	TBD

Strategies: The State Ombuds Director will complete introduction of the Ombuds Program to Executive Directors and their senior management teams for departments and agencies including Agriculture, Military & Veterans Affairs, Natural Resources, Public Health & Environment, Public Safety, Regulatory Agencies, Secretary of State, and the Treasurer’s Office. The Director will also continue employee presentations in all departments, focusing this year on the Department of Corrections facilities around the state, Colorado Department of Transportation operations, Revenue, and Human Services. In addition, she will prepare articles for dissemination to employees online and in employee newspapers.

Evaluation: This program is relatively new, and this is the first year the program has data to report. Therefore, no applicable benchmark has been set for this year.

Objective: Evaluate and align the Department’s resources with the most efficient organizational structure and function.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase percentage of programs evaluated for structure and function to 100% in five years.	Benchmark	N/A	N/A	25.0%	37.5%
	Actual	N/A	12.5%	TBD	TBD

Strategies: This fiscal year, the Department evaluated four of the programs within its structure, including C-SEAP, Archives, the State Controller’s Office, and the State Procurement Office. DPA is seeking to realign these programs for optimal function with a decision item.

Evaluation: This performance measure is new this year and therefore no benchmarks were set, and their evaluation is not applicable. Going forward, the Department will evaluate its success in meeting this goal until it has evaluated 100% of the 32 offices, units, and programs within the six divisions.

Objective: Develop, submit for approval, and implement a statewide recruitment plan that is sensitive to and reflective of the people we serve.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase total number of contacts, including, but not limited to, military, veteran groups, schools, advocacy and community outreach groups contacted each year, by ten each year	Benchmark	N/A	N/A	10	20
	Actual	N/A	0	TBD	TBD

Strategies: The Director of Government and Public Relations was given this assignment at the end of Fiscal Year 2007-08. Outreach attempts, lead by the Director, will begin this year. Concentration this year will be improving representation of underrepresented groups in State government.

Evaluation: As this performance measure is new to the Executive Director’s Office this year, evaluation of success in meeting this benchmark is not applicable.

Division of Human Resources (DHR)

Objective: Mitigate risk in the workplace by implementing programs and processes, which minimize the number and total cost of workers compensation claims.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Minimize the number of workers’ compensation claims, relative to the total workforce by decreasing total number of claims/100 employees by 2.5% each year.	Benchmark	N/A	8.21 claims/100 employees	8.00 claims/100 employees	7.80 claims/100 employees
	Actual	8.38 claims/100 employees	TBD	TBD	TBD

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Minimize the total cost of workers' compensation claims, relative to the total workforce by decreasing total incurred dollars/\$100 of payroll by 2.5% each year.	Benchmark	N/A	\$1.18 incurred cost/\$100 of payroll	\$1.15 incurred cost/\$100 of payroll	\$1.12 incurred cost /\$100 of payroll
	Actual	\$1.22 incurred cost/\$100 of payroll	TBD	TBD	TBD

Strategies: Historically, five departments, Human Services, Corrections, Transportation, Public Safety and the Judicial Branch experience approximately 70 percent of all Workers' Compensation losses. These are paid for through the State self-insured Worker's Compensation Benefits program. On October 5th, 2007 the State Office of Risk Management launched a six prong loss control/safety pilot program initiative known as "It's a New Day". The program focuses on the five departments to comprehensively develop and reinforce safety programs and Workers' Compensation costs.

The program is designed to control and reduce the costs of work place injuries by incorporating and establishing best practices in the area of Workers' Compensation into the organizations. The personnel at the Office of Risk Management also coach the departments' internal safety personnel regarding the development of an improved organizational safety culture. The program components focus on six strategies: 1) developing ongoing management commitment to the safety programs, 2) appointing and operating a safety committee and safety coordinators, 3) development, posting, and enforcement of safety rules, 4) development of safety awareness and training, 5) designation of a medical provider, and 6) the development of written policies and procedures pertaining to claims management.

Other initiatives designed to reduce frequency and severity of Worker's Compensation losses include the use of professional consulting. The professional consulting includes; the development of agency specific loss control programs, claims management, and assistance in the Return-to-Work Program. The Office is also planning to submit proposed revisions to the rules affecting departmental return to work policies and injury leave. In addition, the Office will continue to offer hands-on work station ergonomic assessment services. Finally, the Office will pursue the development and integration of risk management data system tools used by departments to more effectively integrate and manage Worker's Compensation claims, loss exposures and related safety/risk management processes.

Evaluation: Last year, the performance measure was based on the five agencies in the pilot program. DHR is striving to make the measure more meaningful, and therefore has changed it to address the entire workforce. This new measure will not have a benchmark to achieve this year, and evaluation of the progress will be done next year.

Objective: Ensure agencies uniformly apply statewide Human Resources policies and procedures by finding deviations from State Statutes, Rules, or agency practices that do not meet the standard of best practices and resolving them.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase the percentage of resolved findings of deviations from State Statutes, Rules, or best practice.	Benchmark	N/A	N/A	Number of findings and % resolved	Number of findings and % resolved
	Actual	N/A	N/A	TBD	TBD

*This will be done through increased frequency of contacts with agency HR personnel through audits, consultations, and training performed by the DHR. DHR will analyze trends of exceptions found in audits by Consulting Services Units and develop suitable, risk-based remedies; i.e., Technical Assistance Documents and training programs.

Strategies: C.R.S. 24-50-101(3)(d) establishes that the heads of principal departments and presidents of colleges and universities are responsible and accountable for the actual operation and management of the state personnel system for their respective departments according to directives promulgated by the state personnel director and directs the state personnel director to oversee such operation and management. This oversight is critical in the state’s decentralized environment to ensure the integrity of the state personnel system. The Consulting Services Unit performs the oversight activities through contact with department and institution HR personnel primarily by auditing, investigating complaints, consulting on application of rules and system requirements or standards, researching and recommending outcomes on appeals and disputes. As issues are identified, the Consulting Services Unit determines suitable risk-based remedies, e.g. technical assistance documents, training programs, rule revisions, to address and eliminate deviations from system standards and requirements.

In FY 2002-03, the approach to conducting audits included identifying criteria, collecting and analyzing data from every department and institution, presenting findings to each individual department, and monitoring the departments’ progress to implementing revised

practices. Under this methodology, it took multiple years to complete an audit cycle on a narrow set of topics and the findings were addressed individually rather than systemically. Beginning in FY 2007-08, the approach to conducting audits changed with the first audit of selection practices in over ten years. A sample of five departments was chosen to be audited on a shortened cycle. Common issues were identified in the audits that were present across all five departments. These issues were addressed immediately by developing several process workshops and training classes to address the findings and publishing revised written technical guidance documents. This approach provides the opportunity to resolve issues on a broader scale with the expectation that as additional departments are audited on selection practices in the future, the new practices are being used and that particular issue eliminated. This approach provides the opportunity for broader system oversight with the staff resources available.

Objective: Increase development opportunities for the workforce through training.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase percentage of state employees receiving applicable training by 3%.	Benchmark	N/A	N/A	11.6%	14.6%
	Actual	N/A	8.6%	TBD	TBD

Strategies: Per C.R.S. 24-50-122, the State personnel director is charged with establishing and maintaining training programs for employees in the state personnel system. Included in this responsibility is recommending the most economical and effective means of meeting training needs and assessing the effectiveness of the training provided. The centralized training program currently lacks the resources to provide comprehensive training to a workforce of approximately 31,000 employees. Total program resources (cash funded spending authority) are currently at \$144,818 or a \$4.36 central investment per employee. DHR is pursuing a decision item to increase the spending authority in the program to allow for expansion of course offerings and scheduled training classes. Training directly contributes to attracting and retaining a qualified workforce and the state cannot compete for talent without addressing employee development.

Evaluation: This is a new measure to address State employee training, and evaluation of the benchmark this year is not applicable.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase average percentage of attendance (number of spots filled) in all trainings by 3%.	Benchmark	N/A	N/A	83%	86%
	Actual	N/A	80%	TBD	TBD

Strategies: Part of developing a successful training program is evaluating classes for quality and assuring that course curriculum is important and of interest to the workforce. DHR will monitor class attendance to ensure that the classes offered are meeting the needs of the state. Low attendance rates may be an indicator of misaligned content or less important topics. By monitoring closely, DHR can replace the classes with lower interest with others that are more important or desirable to improve the overall program.

Evaluation: This is a new measure to address State employee training, and evaluation of the benchmark this year is not applicable.

Objective: Deliver a cost-effective and competitive total compensation program according to prevailing market pay and benefits and evaluate the performance pay system for recommended modifications.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase the State of Colorado contribution to 100% of prevailing market employer contribution to health insurance.	Benchmark	75%	85%	90%	95%
	Actual	75%	85%	TBD	TBD

Strategies: An effective total rewards program is required if the State is going to compete in the market to attract, reward, develop, and retain a competent workforce, both current and future employees. Research on attraction and retention factors reveals benefits are a core component of a total rewards package and no longer viewed as a “fringe”. Benefits are increasingly becoming the determinate in a candidate accepting a job. For example, one survey reported that benefits are the most important factor for 84% of respondents when choosing to work for an employer (Princeton Survey Research Association on behalf of the Center for State and Local

Government Excellence). The gap in employer contribution must first be closed and market level maintained, within the demographics and geography of our risk pool, before we will be able to invest in richer, affordable plan designs, including additional effective wellness initiatives.

In 2004, the State’s contribution was at 49% of the market’s contribution so a five-year strategic initiative to bring our contribution to the full prevailing market level. In strong partnership with the General Assembly, the State’s contribution is at 90% as of July 1, 2008. The Annual Compensation Survey Report continues to report the funds necessary to achieve this goal. As our contribution has increased, so has enrollment in state health plans, albeit the enrollment increase cannot be attributed entirely to the employer contribution alone. In the fall of 2007, the Classified Staff Compensation and Benefits Opinion Survey was conducted for the first time and increasing the employer’s contribution to benefits was the Number 1 improvement in the total compensation package reported by employees.

The Department will continue to report the funds needed to reach 100% of prevailing market level in the Annual Compensation Survey Report due each August 1. In addition, the employee opinion survey will be administered annually. If the State does not reach and maintain prevailing employer contributions, and move forward with plan design improvements, employees will begin to abandon our medical plan and drive costs even higher. Employee satisfaction is an important component of productivity so the State must offer attractive benefits across its entire workforce as a critical component of an effective total rewards package.

Evaluation: Due to the use of the above strategies, the Division achieved its benchmark this year.

Objective: Maintain level of reported benefit from C-SEAP services.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Maintain level of reported benefit from <u>direct employee consultations</u> by maintaining the percentage of respondents to a client survey who reported that C-SEAP services had positive impact.	Benchmark	N/A	94.9%	99.5%	99.5%
	Actual	94.9%	99.5%	TBD	TBD

Strategies: In order to ensure a high level of staff competence, the program provides regular supervision and group case reviews; annual professional development for each staff member; and internal training by and for staff. Client (customer) satisfaction is measured by surveys given to clients following C-SEAP counseling. (Survey questions remained the same as in the previous fiscal year in order to maintain reliability.)

Evaluation: Program evaluates all three performance measures together to get the most comprehensive picture of their success at meeting their benchmarks. See below for collective evaluation.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Maintain level of reported benefit from <u>workplace consultations with managers</u> by maintaining the percentage of respondents to a client survey who reported that C-SEAP services had positive impact.	Benchmark	N/A	91.3%	100%	100%
	Actual	91.3%	100%	TBD	TBD

Strategies: In order to ensure a high level of staff competence, the program provides regular supervision and group case reviews; annual professional development for each staff member; and internal training by and for staff. Client (customer) satisfaction is measured based on surveys conducted by phone following workplace consultations. (Survey questions remained the same as in the previous fiscal year in order to maintain reliability.)

Evaluation: Program evaluates all three performance measures together to get the most comprehensive picture of their success at meeting their benchmarks. See below for collective evaluation.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase level of reported benefit from <u>auxiliary services (i.e. training, mediation, facilitation, trauma, and crisis intervention)</u> by maintaining the percentage of respondents to a client survey who reported that C-SEAP services had positive impact.	Benchmark	N/A	96.7%	96.7%	96.8%
	Actual	96.7%	96.6%	TBD	TBD

Strategies: In order to ensure a high level of staff competence, the program provides regular supervision and group case reviews; annual professional development for each staff member; and internal training by and for staff. Client (customer) satisfaction is measured by surveys given to auxiliary service participants following C-SEAP intervention. (Survey questions remained the same as in the previous fiscal year in order to maintain reliability.)

Evaluation: C-SEAP met or exceeded all outcome/benchmark goals this year for direct employee counseling, workplace consultations, and auxiliary services. All strategies were completed, and survey results clearly indicate that employees and managers were highly satisfied with services provided by C-SEAP.

State Personnel Board (SPB)

Objective: Enhance court processes with e-filing to promote greening and transparency of government.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase the number of cases filed electronically each year.	Benchmark	N/A	N/A	TBD	TBD
	Actual	N/A	N/A	TBD	TBD

Strategies: The State Personnel Board is attempting to implement an electronic filing system to allow the filing of all pleadings with the Board and which will, in turn, integrate a database which will be populated with information regarding the types of cases filed with the Board. The Board staff has met with other state agencies that have similar needs (the Office of Administrative Courts and the Public Utilities Commission). The PUC has developed an e-filing system which is being reviewed by OIT staff for adaptability for use by both the State Personnel Board and the Office of Administrative Courts. In addition, a proposal is being prepared with the assistance of OIT staff for the development of the database application on an enterprise basis with the Office of Administrative Courts and, possibly, the Public Utilities Commission.

Evaluation: Until the PUC’s e-filing system and the database proposal are reviewed and approved by OIT and the State Personnel Board, the SPB will not be able to report on success of meeting benchmarks.

Objective: Enhance work quality of judges and staff to ensure overall customer satisfaction.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Maintain the average overall rating of the Board’s ALJs on the annual survey distributed to a randomly selected group of “customers”. (The ratings are equivalent in nature to an academic GPA.) *	Benchmark	3.0	3.0	3.0	3.0
	Actual	3.17	3.07	TBD	TBD

* Also, move toward an electronic survey option with a large percentage of notices of survey e-mailed rather than hard copy mailed.

Strategies: The State Personnel Board will continue to train its Administrative Law Judges through collaboration with other state agencies that employ ALJs and through programs offered by the state bar association and the National Judicial College.

Evaluation: The Board conducts an anonymous annual survey of all parties and attorneys appearing before the SPB. The survey is conducted and tabulated by an independent third party, the Integrated Document Solutions group overseen by the Department of Personnel & Administration’s Division of Central Services.

Objective: Increase efficiency and availability of SPB services by maintaining the utilization of Alternative Dispute Resolution.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request	FY 09-10 Request
Increase the percentage of cases set for hearing that involve successful Alternative Dispute Resolution by 5% each year.	Benchmark	70%	75%	80%	85%
	Actual	77%	76%	TBD	TBD

Strategies: The State Personnel Board mediators will continue to contact both parties in all cases set for hearing before the Board and offer the Board’s free mediation services.

Evaluation: The State Personnel Board tracks all cases which are set for hearing but which do not result in a hearing. The Board has achieved its benchmark.

Division of Central Services (DCS)

Objective: Reduce Cost to State Government Through Improved Business Processes.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Maintain the total potential travel volume for the state purchased on the Travel Card at or above 80%.	Benchmark	75%	75%	80%	80%
	Actual	75.4%	89%	TBD	TBD

* This usage ensures maximizing special rates and services associated with the Travel Card for airfare, lodging and car rental

Strategies: The State Travel Management Program (STMP) is dedicated to outreach efforts in order to provide Program information to assigned Travel Compliance Designees (TCD). These various outreach efforts take the form of Basic Procurement Training, Face-to-Face sessions, Travel Forums and the STMP website. These educational efforts are among the many services provided by STMP such as: high quality customer service, problem resolution, rule interpretation, claims negotiations. These efforts are to ensure Travel Card usage remains high.

Evaluation: The Travel Card program was successful in its efforts to keep price agreements low and offer compliance support, resulting in easily achieving the benchmark. This year showed an unexpected increase due to an increased push in customer service. It is unknown yet whether this increase will stay level, but the benchmarks have been increased from 75% to 80% in response.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Maintain savings for IDS services as compared to the private sector as reported in the DCS annual cost savings report.	Benchmark	N/A	N/A	TBD	TBD
	Actual	N/A	N/A	TBD	TBD

Strategies: The report has not yet been completed this year; the data will be available no later than December.

Evaluation: Not applicable. This performance measure is new and therefore the program has not yet had a chance to achieve a set benchmark.

Objective: Support Greening of Government through Focused Business Strategies

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase amount of recycled paper used in the IDS operations by 5% each year.	Benchmark	N/A	5%	10%	15%
	Actual	N/A	5.05%	TBD	TBD

Strategies: In the first two years of implementation of this strategy, the focus will be on the Copier Program. In the first year, FY 2007-08, of implementing this strategy, the program saw a 48.72% increase in the use of recycled paper and will see the remaining 51.28% increase in the second year (FY 08-09) to ensure full use of recycled paper in the Copier Program. In addition, there is a focus on the Print Shop to work with customers to use recycle paper where applicable. This will be a significantly smaller increase but will still show strides to increase use of recycled paper.

Evaluation: The Division’s efforts to mandate recycled paper use within the Copier Program and working with customers in the Print Shop has already shown an overall increase of 5.05%, resulting in the achievement of this year’s benchmark

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase percentage of total fuel use that is E85 fuel. (Measure is percent increase from prior year.)	Benchmark	N/A	N/A	100%	50%
	Actual	N/A	TBD	TBD	TBD

Strategies: 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. In addition, 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 was just installed at the downtown motor pool, and was operational as of July 1, 2008.

Evaluation: This is a new performance measure this year, and State Fleet Management will begin evaluations of its progress with this goal next year.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Reduce the amount of petroleum used by the State Fleet by 25% by 2012. Base gallons were 2,601,786.	Benchmark	0	2,471,697 gal (5%)	2,341,607 (10%)	2211518 (15%)
	Actual	2,706,902 gal	2,708,052 gal	TBD	TBD

Strategies: State Fleet Management (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. Also, SFM continues to evaluate is 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). Its use will depend on further evaluation. Lastly, 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.

Evaluation: The Fleet increased by over 100 vehicles this year, and though SFM did not hit its benchmark, it only increased its overall usage by 1,150 gallons, an overall reduction per vehicle. SFM will become more involved in strategies to decrease fuel use further.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Reduce the overall energy usage in the Capitol Complex buildings each year to reach goal of a 20% overall reduction of kilowatt hours of electrical usage by 2012. Base year was 30,751,950.	Benchmark	(3%)	28,860,272 (3%)	27,994,852 (3%)	27,155,006 (3%)
	Actual	29,753,270 (3.2%)	30,573,426	TBD	TBD

Strategies: 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. In addition, 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.

Evaluation: The electrical usage actually increased this year, where the goal was to have a decrease. This increase was a result of several factors, including 1) a parking structure coming on line in January 2007, so only six months of usage was reflected in the FY 2006-07 numbers, while a full twelve months is reflected in 2007-08 numbers, 2) agencies that occupy Capitol Complex facilities

continually increasing their business operations hours, creating a higher electrical demand, and 3) a lack of performance contract projects in 2007-08 that would have lowered KWh usage.

Objective: Maintaining strategic partnership with customers by exceeding their expectations based upon surveys of their overall satisfaction.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Maintain a minimum of 90% successful rating on meeting and exceeding customer expectations. The results of for this performance measure will come from the DCS Annual Customer Satisfaction Survey.*	Benchmark	N/A	90%	90%	90%
	Actual	N/A	91%	TBD	TBD

* This is an electronic survey that is sent to customers of all of the DCS programs and asks a multitude of questions include those around customer service, quality, value and partnership.

Strategies: DCS keeps a focus on maintaining low prices, professional relationships, and efficient service to all its customers to ensure high customer satisfaction. DCS has seen a decline in the number of responses to surveys over the past several years. The new strategy for surveying customers has changed with a focus on different customer groups. Also, the survey will focus on the value that DCS provides to the state and begin to measure the perception of value.

Evaluation: Results this year showed a 91% successful rating, achieving the benchmark set for customer satisfaction.

Division of Finance and Procurement (DFP)

Objective: Improve statewide procurement by increasing the dollars spent on price agreements and procurement card utilization.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase dollars spent on price agreements with State Agencies by 5% each year.	Benchmark	N/A	\$114.3M	\$120.1M	\$126.1M
	Actual	\$108.9M	\$96.5M*	TBD	TBD

*Fourth quarter totals not finalized.

Strategies: Currently, less than 20 percent of the State’s price agreements are mandatory. As a result, many State agencies have created their own (often duplicate) price agreements for goods and services. When purchases are made outside of the State price agreements (a practice known as “maverick spending”), the State’s buying power is substantially decreased. This type of “maverick spending” does not take advantage of volume discounts and prevents the State from knowing the actual statewide purchasing volume of each commodity. DFP will convert at least 16 additional price agreements to mandatory agreements during this fiscal year and at least 10 more in FY09-10. Increased price agreement utilization will be achieved through this conversion.

Evaluation: The Office is still waiting on several year-end numbers from vendors. Once this information has been given to the Office, staff will be able to evaluate the success in meeting the benchmark.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase Procurement card utilization by 3% yearly.	Benchmark	N/A	N/A	\$205M	211.1M
	Actual	\$185M	\$199M	TBD	TBD

Strategies: Historically, Procurement Card (P-Card) usage has grown each year. However, as a result of the electronic payment method CSU is using with their E-Procurement system, DFP projects a significant decrease in P-Card expenditures by CSU. CSU anticipates the decrease to be no more than \$10 million in FY09 and FY 10 and for FY11 the decrease could increase to \$15 million. CU is in the preliminary stage of planning to procure and implement an E-Procurement system and anticipates that beginning in FY 12 they will decrease P-Card usage by \$10 million and the decrease will be \$10-\$20 million by FY 2013.

There is significant room for P-Card transaction growth with the State Price agreements. Currently, on average, approximately 50% of the volume purchases through our State Price Agreements are paid for through the P-Card, even though most of the vendors accept the P-Card. SPO will be taking several steps to increase the use of the P-Card as the payment method. The goal is to eventually increase P-Card usage to 80% of the total price agreement spend. This will be accomplished by: 1) negotiating with certain price agreement vendors to accept only P-Card payments for state purchases; and 2) increasing the use of the P-Card in state accounts payable operations. The SPO has targeted some price agreements which have historically been underutilized in the use of the P-Card, but consistently have shown significant spending. An example is our natural gas vendors, who, for the most part, accept P-Card payments but few agencies use them to pay.

Evaluation: The Office has only just started setting goals for P-card utilization, so this performance measure is still new at this time. Next year, the Office will be able to provide feedback on the success in meeting their benchmark.

Objective: Enhance Collection processes to increase collection revenue.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase net recoveries in terms of dollars collected. Benchmark is at least prior year actual.	Benchmark	\$12,546,496	\$12,644,684	\$15,570,802	\$15,570,802
	Actual	\$12,644,684	\$15,570,802	TBD	TBD

Strategies: Last year, Central Collections Services (CCS) was authorized to add 3 new collectors to its staff. This has resulted in improved ability of staff to work more of the accounts in the debt portfolio as well as increase recoveries. CCS has added a second shift from 11 am to 8 pm and also made significant changes to business processes such as reengineering of debtor notices to encourage payment agreements and realignment of Collectors’ duties to ensure full utilization of all collection tools.

Evaluation: Applying the above strategies proved successful, as the Division more than achieved its benchmark on this performance measure.

Objective: Maintain and improve accountability to State taxpayers through financial reporting.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Receive an unqualified opinion on the state’s financial statements from the State Auditor.	Benchmark	Yes	Yes	Yes	Yes
	Actual	Yes	Expected December 08	TBD	TBD

Strategies: The OSC strategy for receiving an unqualified opinion is to continuously monitor state agency accounting through budgetary and Generally Accepted Accounting Principles based exception reports that identify potential audit issues. The OSC also employs variance analysis at the financial statement level to identify and address potential audit issues.

Evaluation: Status of meeting the benchmark will not be known until receipt of the audit opinion from the State Auditor in December, 2008.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Achieve annual certification through submission of the state’s Comprehensive Annual Financial Report to the Government Finance Officer’s Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting	Benchmark	Yes	Yes	Yes	Yes
	Actual	FY06 Cert. Rec’d August 07	FY07 Cert. Expected August 08	TBD	TBD

Strategies: The OSC analyzes comments provided by the GFOA Certification program and implements the suggestions, where practicable, as soon as possible.

Objective: Improve agency fiscal accountability by decreasing the number of outstanding unresolved accounting issues at year-end.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Decrease the number of outstanding unresolved accounting issues at year-end as evidenced by the year-end diagnostic reports by 10% for three fiscal years (ending in FY08-09).*	Benchmark	126	114	103	103
	Actual	103	TBD	TBD	TBD

* The resolution of year-end accounting issues is prioritized based on materiality and impact on the Comprehensive Annual Financial Report (CAFR). The existence of unresolved issues, even though immaterial for financial reporting, is not ideal and indicates problems and issues needing to be addressed with individual agencies.

Strategies: The OSC strategy to reduce outstanding unresolved accounting issues at year-end is to increase contact with the state agencies regarding potential problems identified in the diagnostic exception reports throughout the year and in the year-end closing process.

Evaluation: GFOA has not completed the evaluation at August 18, 2008, and they will try to complete it soon. Success in meeting benchmark will be evaluated as soon as information is available.

Office of Administrative Courts (OAC)

Objective: Improve customer service within OAC by maintaining the overall rating of OAC's Administrative Law Judges.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request	FY 09-10 Request
Maintain an average overall rating of OAC’s Administrative Law Judges (GPA) of 3.00 (B). *	Benchmark	3.0	3.0	3.0	3.0
	Actual	3.17	3.07	TBD	TBD

*Also, move toward an electronic survey option with a large percentage of notices of survey e-mailed rather than hard copy mailed.

Strategies: The Office of Administrative Courts (OAC) will continue to increase training to the Administrative Law Judges within the Division. The OAC will also continue to look for efficiencies to increase the dates available to parties, thereby making the courts more accessible. By accomplishing both of these strategies, the public opinion surveys should remain high. The OAC has already begun the process to refine its electronic survey and anticipates that the delivery next year will reach more individuals.

Evaluation: OAC continues to achieve a satisfactory rating and meet their set benchmarks.

Objective: Increase efficiency and availability of OAC services by maintaining the utilization of Alternative Dispute Resolution.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request	FY 09-10 Request
Increase the number of cases set for hearing that involve successful Alternative Dispute Resolution by 10 cases each year.	Benchmark	N/A	35	45	55
	Actual	33	32	TBD	TBD

Strategies: The OAC will continue to increase mediation training to the Administrative Law Judges within the Division. The OAC will also continue to look for efficiencies to increase the dates available to parties, thereby making mediations more accessible. In addition, the OAC has discussed with client agencies the availability of Alternative Dispute Resolution through the OAC. The OAC will continue these discussions and attempt to increase the participation of this unit in disputed cases.

Evaluation: OAC did not achieve its set benchmark in this measure this year. OAC will increase its efforts to promote the availability of Alternative Dispute Resolution to hopefully meet the goal set for next year.

Objective: Increase availability and use of electronic OAC documents in an effort to move toward a “paperless” office.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request	FY 09-10 Request
Increase the number of total deliveries of orders and notices that are “e-orders” (electronically delivered court notices) by 10% each year.	Benchmark	N/A	N/A	1521	1673
	Actual	N/A	1383	TBD	TBD

Strategies: The OAC has instituted a program of e-mailing final orders to parties in the workers’ compensation unit. The OAC will spread this practice to the general services unit as well. In order to effectuate this performance measure, the OAC tracks the electronic mail addresses for parties in its case tracking system. In addition, the OAC may be able to increase the delivery through e-mail of other documents, such as notices, with the implement of some statutory changes.

Evaluation: This is a new measure, and the benchmark for next year was set as an increase to this year’s actual number. The program will begin to evaluate its success in the next fiscal year.

Performance Measure	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request
Increase the number of total opened cases that are “e-filed” (electronically filing a case within the OAC) by 200 cases a year for the first several years after implementation.	Benchmark	N/A	N/A	200	400
	Actual	N/A	N/A	TBD	TBD

Strategies: The OAC is attempting to implement an electronic filing system to allow the delivery of workers’ compensation documents to the court through an Internet based server. The OAC is currently testing a product and has met with other state agencies that have

similar needs. The OAC will continue to work towards developing an e-filing system and will work in concert with the other administrative court entities (P.U.C. and State Personnel Board) to insure that the system is one that can be utilized by all entities.

Evaluation: This new performance measure will depend on the implementation of an e-filing system. Once the system is in place, the program will be able to evaluate its success.