

Schedule 13
Funding Request for the FY 2014-15 Budget Cycle

Department: Department of Personnel & Administration

Request Title: Total Compensation Vendor

Priority Number: R-1

Dept. Approval by: *Justin P. Ponzinsky* 10/18/13
Date

- Decision Item FY 2014-15
- Base Reduction Item FY 2014-15
- Supplemental FY 2013-14
- Budget Amendment FY 2014-15

OSPB Approval by: *Erin M. ...* 10/22/13
Date

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
Fund		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items	Total	\$1,617,780	\$0	\$1,676,763	\$300,000	\$0
	FTE	19.2	0.0	19.2	0.0	0.0
	GF	\$0	\$0	\$0	\$300,000	\$0
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$1,617,780	\$0	\$1,676,763	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0
(2) Division of Human Resources (A)	Total	\$1,617,780	\$0	\$1,676,763	\$300,000	\$0
Human Resource Services (1) State	FTE	19.2	0.0	19.2	0.0	0.0
Agency Services, Personal Services	GF	\$0	\$0	\$0	\$300,000	\$0
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$1,617,780	\$0	\$1,676,763	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and CFRS Fund Number: Not Applicable.

Reappropriated Funds Source, by Department and Line Item Name: Not Applicable

Approval by OIT? Yes: No: Not Required:

Schedule 13s from Affected Departments:

Other Information:



COLORADO

Department of Personnel &
Administration

*Priority: R-1
Total Compensation Vendor
FY 2014-15 Change Request*

Cost and FTE

- The Department of Personnel and Administration (DPA) requests \$300,000 General Fund to contract with a consultant to conduct a custom compensation market study and benefit market analysis report on a biennial basis.

Current Program

- The Compensation Unit is responsible for fulfilling the statutory charge in Section 24-50-104(a), C.R.S. which states that it is the policy of the State to provide prevailing compensation to officers and employees in the State personnel system to ensure recruitment, motivation, and retention of a qualified workforce.

Problem or Opportunity

- A recent Annual Compensation Report (FY 2012-13) raised issues with employees, HR Offices, agency leaders and DPA regarding the effectiveness and accuracy of the salary surveys and data, as well as the ability to compare positions to other employers within the State.
- One of DPA's strategic goals is to invest in the workforce. A vendor will allow the State to accurately benchmark its workforce against other large employers and the federal government.

Consequences of Problem

- The Annual Compensation Report is consistently questioned for its accuracy and the number of benchmark employers used. Additionally, the Department believes that there are a number of other tasks that it should be doing, per industry best practices, which cannot be done due to the time and strain of conducting the compensation and benefits surveys on an annual basis.

Proposed Solution

- The Department would like to hire a consultant with the resources and industry knowledge to improve upon the Department's work and increase the reliability of its outputs, including the annual Total Compensation Letter and Report. The Department would like to implement a transparent compensation philosophy followed by classification structure and job evaluation system.
- An external vendor will provide a number of benefits to the State, including the implementation of audit recommendations, creating a more reliable Annual Compensation Report, and allowing the Division of Human Resource staff to perform other duties that should be addressed per industry standard.

FY 2014-15 CHANGE REQUEST
Priority: R-1 Total Compensation Vendor
Request Detail

Problem or Opportunity:

The Department of Personnel & Administration is charged with oversight and maintenance of the State's Personnel System, which includes two key areas of interest that all stakeholders scrutinize on a continual basis: compensation and benefits. The Department of Personnel & Administration publishes its Annual Compensation Report which includes a comparison of the components of these two key areas to external public and private sectors for the following: State salary structures, leave, medical insurance, dental insurance, life insurance, short- and long-term disability insurance, etc. In the FY 2013-14 Annual Compensation Report, the Department identified areas that could be improved, such as the State's salary surveys, data accuracy, and comparability to other employers within the state. In addition, a recent audit of the Department's compensation practices recommended a number of changes to the State's processes that would improve the overall quality of the State's comparison to the external market.

The Department believes it has the opportunity to address many, if not all, of these areas of improvement if it can contract with an external vendor to handle two critical pieces of the workload. The vendor will perform a custom compensation study as well as a benefits market analysis that would allow the Department to: 1) broaden the compensation and benefit data received by the State; 2) reduce the dependency on surveys where job matches may not be ideal; 3) allow the State to target other large employers; 4) request specific data from other states and the federal government to benchmark as many positions as possible to the external market; and, 5) establish a weighting philosophy when assessing the State's competitive position against the private and public markets.

Allowing the Department to leverage an external vendor for this work will provide a number of benefits to the State and help the Department satisfy a number of audit recommendations. In addition, the Department will be able to address the concerns raised by numerous stakeholders, including the General Assembly, the Human Resource Community, employee organizations, and most importantly, the employees themselves. This request will directly impact the Department's ability to accomplish one of its primary strategic goals of investing in the State's workforce because it will allow the Department to gain a better understanding of the workforce's position relative to comparable employers.

Proposed Solution:

The Department is requesting \$300,000 General Fund to contract with an external vendor to perform a custom compensation study and benefits study on a biennial basis. The study will benefit the State by:

- Expanding the number of surveys used in the comparison of State salaries and benefits to market (audit recommendation);
- Providing a more accurate comparison of benchmark job classes to those in the market;
- Allowing the State to target other large employers within the state of Colorado;
- Allowing the State to gain insight into other similar states as well as the federal government;

- Comparing State salaries and midpoints to market salaries and midpoints (audit recommendation);
- Aging the comparison data to a consistent point of time, to allow for an “apples-to-apples” comparison of salaries and benefits (audit recommendation);
- Increasing stakeholders’ perception of reliability of the State’s comparison metrics; and
- Allowing the current compensation team to focus on other vital tasks.

Each of the benefits listed above is directly related to the Department’s strategic goal of reinvesting in the workforce. The State must fully understand how it measures against comparable employers in the market so that targeted and effective policies can be developed to engage and compensate the State’s employees.

The Compensation Unit within the Division of Human Resources is responsible for completing a number of tasks related to compensation throughout the State. Because the workload that will be performed by this unit, even without the work that will be performed by the external vendor, meets or exceeds the staffing level currently allocated to that program, the Department is not requesting a reduction in resources in this request. The following provides a high-level summary of the work that is being, and will continue to be, performed by the Compensation Unit:

- Conduct third-party surveys and specific maintenance studies to provide specific detail on job classes that are found to vary considerably from market compensation practices.
- Maintain the State’s job classification system to ensure “like pay for like work” principle is upheld throughout the system by comparing and contrasting the enumerated responsibilities of a position with the responsibilities of the people that occupy positions in those job classes.
- Establish rules, procedures, and technical guides for implementation of the State’s recommended HR practices and its current programs around pay, benefits, and other services. These will include, but not be limited to: 1) annual compensation adjustments for across the board and merit raises; 2) incentive and recognition programs; 3) current HR practices and clarifications on changes in policy or law from the State or federal perspective.
- Work with external groups including PERA, Colorado WINS, the State’s Trooper’s Union, and executive leadership to ensure that all parties understand or agree with the policies enacted by the Division of Human Resources.
- Manage a multitude of leave and compliance programs including: annual or sick leave, leave sharing, administrative leave (manual tracking), Family Medical Leave Act (FMLA), Workers’ Compensation leave, American’s with Disabilities Act (ADA) leave, and Kronos timekeeping. In addition to maintaining the systems themselves, the program will need to maintain all rules, technical guides, policies and procedures associated with these programs, as well as perform periodic audits and training to ensure adherence to leave practices.
- Manage upwards of 200 of the State’s Personal Services contracts for other State agencies to ensure compliance with the State’s requirements on what types of contracts are allowed and the rules associated with the types of work that personal services contractors can perform. Much of this work requires specialized knowledge of the department that is requesting the contract.

- Miscellaneous responsibilities including maintaining the DHR website, producing weekly correspondence and/or training for HR units embedded in other agencies, conducting meet-and-confer sessions as well as town halls to discuss current total compensation practices, conduct training for new supervisors and employees, responding to requests for information or analysis from a multitude of internal and external organizations (e.g. the Joint Budget Committee, the Office of State Planning and Budgeting, employee organizations, survey organizations, etc.), and interpreting federal rules and regulations.

With this request, staff in the Compensation Unit will also be required to work with the external vendor to: 1) address data needs, analysis, and clarifications to ensure job survey matches are comparable; 2) receive, analyze, and perform quality control on the vendor's output for presentation in the annual compensation letter and report; 3) establish metrics of adjustment for State employees to ensure that the State provide prevailing total compensation.

The roles and responsibilities described above are currently being met with 4.0 FTE allocated to the Compensation Unit. In addition to the benefits of the total compensation report produced by the Department, which is completed on an annual basis, funding this request for an external vendor will allow the Compensation staff to focus on a number of additional tasks that should, or must be, undertaken but are not currently being performed. These tasks include:

- **Job Evaluation System:** The State's job evaluation system has not been updated since 1993. Compensation Unit staff will be able to develop a new job evaluation system that is reflective of current best practices. The job evaluation system is the over-arching framework upon which the State bases its determination of which job classification is necessary to perform the particular responsibilities of a position. The system is intended to maintain equality in pay and level across a multitude of different types of job classifications that are not necessarily related with respect to scope of work, but require similar skill levels, experience, or educational background. Ideally, the revised system will include better market pay matches, a realigned internal equity structure that will reflect the reality of the State's workforce, and a streamlined evaluation process for managers, employees, and HR professionals. This will help the State attract and retain top talent in all positions.
- **Employee Incentive Program:** The State needs to develop a short-term, non-base building incentive structure that is tied to an individual's achievements or goals. The system will recognize and reward performance, support the retention of the best employees, enhance engagement in day-to-day and strategic goals, and attract more talent to the State. This will be another aspect of the State's merit pay system, but will deal with awarding performance for individual projects that do not necessarily align themselves with anniversary base or one-time adjustments.
- **HR Structure Changes:** The State should research, develop, and implement strategies on creating a more efficient HR structure. These strategies will generate operations efficiencies and potentially savings, improve quality of service, increase the success of institutions and organizations, and increase flexibility in providing HR services. These changes could include a reconfiguration of the

State's human resources processes up to, and including, the nature of the delegation to State agencies for their individual HR functions.

- **Retirement Benefit Analysis:** The State should incorporate retirement benefits into its total compensation analysis. This will allow the State to fully understand its total compensation position relative to comparable employers. While this cannot be done within existing resources, the likelihood that this analysis is required in the future is high, and a portion of the analysis or contract management will fall to existing staff.

The Department believes that funding this request will allow the Department additional time to develop, prepare, and analyze the data used in the Annual Compensation report in each year going forward, which was also an audit recommendation. In the years where the external vendor will complete the custom study and benefits analysis, the Department will need to audit the output of the vendor to ensure that it meets quality and comparability standards. In years when the vendor is not performing the analysis, the Department's compensation unit will need to age the data for the additional year in preparation for the Annual Compensation Report.

The Department had considered continuing the status quo within the Division of Human Resources by requiring that this analysis be done by internal staff on an ongoing basis. However, because of the efficiencies brought about by this request, the number of audit recommendations that would be fulfilled, and, most importantly, the additional work that can be done by existing staff, the Department believes that this request is the most effective solution.

Anticipated Outcomes:

The approval of this request will allow the Department to contract with a vendor to perform a custom compensation study and a benefits market study on a biennial basis. By contracting for these services, the State stands to benefit considerably from the work performed by the contractor, as well as the additional work that can be performed by the Compensation Unit itself. The State will know that it has benefited from this request if the Department implements the recommendations made by the State Auditor, has more and sufficient time to analyze the data necessary for the Annual Compensation Report, accomplishes the additional work enumerated in the section above, and increases the reliability of the Annual Compensation Report.

Assumptions and Calculations:

The Department has estimated that it will need \$300,000 biennially to fully fund this request. This amount, which was based on discussions with vendors that could provide the services, was benchmarked against a few other governmental entities' contracts to determine the reasonableness of the estimate. The table below provides a top-level summary of the contracted services, costs, and other benchmarks used to assess the reasonableness of the \$300,000 estimate.

Summary of Vendor Costs and Scope of Work for Total Compensation Analysis						
Vendor ----->	Hay Group		Segal Company		AON	TBD
Entity ----->	Oklahoma	Utah	Washington	Phoenix, AZ	Iowa	Colorado's Request
Services Performed						
Develop a Compensation Philosophy	x					
Salary Comparison	x	x	x	x		x
Benefits Comparison	x	x	x	x	x	x
Range Comparison				x		x
Job Evaluation Redesign				x		x
Custom Survey or Review	x	x	x	x		x
Post Retirement Medical		x				
# of Benchmark Positions	150	162	49	150	97	253
Employees Covered	23,745	23,682	60,698	N/A	18,891	31,307
Total Cost	\$220,000	\$301,600	\$295,000	\$430,000	\$250,000	\$300,000
Total FTE in Program	4	7	11	N/A	6	5
Frequency of Study	Unknown	2 years	3 years	Unknown	Unknown	2 years

Schedule 13
Funding Request for the FY 2014-15 Budget Cycle

Department: Department of Personnel & Administration

Request Title: Transparency Online Project Modernization

Priority Number: R-2

Dept. Approval by: *Kristin Pongusky* 10/18/13
Date

- Decision Item FY 2014-15
- Base Reduction Item FY 2014-15
- Supplemental FY 2013-14
- Budget Amendment FY 2014-15

OSPB Approval by: *Grant R. Kelly* 10/22/13
Date

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items	Total	\$2,765,676	\$0	\$2,880,067	\$142,235	\$5,000
	FTE	33.3	0.0	33.5	0.0	0.0
	GF	\$781,668	\$0	\$772,262	\$142,235	\$5,000
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$1,258,615	\$0	\$1,258,615	\$0	\$0
	RF	\$725,393	\$0	\$849,190	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0
(5) Division of Accounts and Control - Controller (A) Office of the State Controller, Personal Services	Total	\$2,624,808	\$0	\$2,748,605	\$36,582	\$0
	FTE	33.3	0.0	33.5	0.0	0.0
	GF	\$746,798	\$0	\$746,798	\$36,582	\$0
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$1,152,617	\$0	\$1,152,617	\$0	\$0
	RF	\$725,393	\$0	\$849,190	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0
(5) Division of Accounts and Control - Controller (A) Office of the State Controller, Operating Expenses	Total	\$140,868	\$0	\$131,462	\$105,653	\$5,000
	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$34,870	\$0	\$25,464	\$105,653	\$5,000
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$105,998	\$0	\$105,998	\$0	\$0
	RF	\$0	\$0	\$0	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number:

Reappropriated Funds Source, by Department and Line Item Name:

Approval by OIT? Yes: No: Not Required:

Schedule 13s from Affected Departments: N/A

Other Information:



COLORADO

Department of Personnel &
Administration

Priority: R - 2
Transparency Online Project Modernization
FY 2014-15 Change Request

Cost and FTE

- The Department of Personnel & Administration is requesting \$142,235 General Fund in FY 2014-15 to support the implementation of an updated Transparency Online Project (TOP) system, and \$5,000 General Fund for ongoing annual licensing costs commencing in FY 2015-16.

Current Program

- Statute requires the Office of the State Controller to maintain a searchable website that includes State revenue and expenditure data to allow taxpayers, “to easily access the details of the state’s finances, how much revenue the state receives and how it is spent.” (Section 24-72.4-101, C.R.S.).
- The Transparency Online Project website (<http://TOPs.state.co.us/>) was created within existing resources by the Office of Information Technology and the Office of the State Controller, currently utilizing two existing systems, COFRS, and the Financial Data Warehouse (FDW).

Problem or Opportunity

- With the implementation of the Colorado Operations Resource Engine (CORE) starting in FY 2014-15, COFRS and the FDW will no longer record and report on State expenditure and revenue data. As a result, the current TOPs website will no longer function.
- The Department strives to provide high quality customer service to the citizens of Colorado as one of its three primary Strategic Policy Initiatives, this request is in support of that goal.

Consequences of Problem

- Without a system to populate expenditure and revenue information to the TOP website, the Department will not meet its obligations of providing easily accessible, searchable, downloadable, and transparent information on State expenditures and revenues to the citizens of Colorado.
- The Department will be out of compliance with Section 24-72.4-101, C.R.S. beginning in FY 2014-15, when the CORE Project is implemented.
- All 50 states currently maintain a transparency website. If a new TOP website is not implemented, Colorado would be the only state in the nation to not provide this service for taxpayers.

Proposed Solution

- The FY 2014-15 request of \$142,235 includes \$105,653 to implement the new TOP system, and \$36,582 for a temporary position to support implementation and identify system upgrades.
- The proposed solution will allow the State to continue to provide accessible, accurate financial data to the public, and continue to uphold our commitment to open, transparent government through the implementation of a dedicated system to ensure increased transparency to its citizens.

FY 2014-15 CHANGE REQUEST
Priority: R - 2 Transparency Online Project Modernization
Request Detail

Problem or Opportunity:

The Office of the State Controller (OSC) provides the Transparency Online Project (TOP) website by allowing access to State expenditure and revenue information for the citizens of Colorado in an easily accessible, downloadable, and timely manner. Statute requires the State to maintain a searchable website that includes State revenue and expenditure data to allow taxpayers, “to easily access the details of the state’s finances, how much revenue the state receives and how it is spent.” (Section 24-72.4-101, C.R.S.). House Bill 09-1288 “Concerning the Creation of a Searchable Database Web Site Related to State Finances,” which expanded on Executive Order D 007 09 signed in April 2009, created the current version of the Transparency Online Project (TOP) within the OSC with the goal of providing transparency on State expenditure and revenue data to citizens. The TOP website (<http://TOPs.state.co.us/>) was created by the Office of Information Technology (OIT) and the OSC within existing resources, and is currently maintained utilizing minimal resources based on two existing system, COFRS and the Financial Data Warehouse (FDW.)

Demands for increased transparency by citizens have increased over recent years, and the Department has strived to meet those demands while utilizing a system that was created using minimal and one-time resources. The Department has collaborated with OIT to improve transparency including their work to implement the Open Government Directive of 2009. The current form of the TOP website is the result of the State responding to demands for greater transparency by members of the public, media, and public advocacy groups such as the Colorado Public Interest Research Group and the Independence Institute. At the time of implementation, the TOP site placed Colorado ahead of many states in regard to making financial information available to taxpayers, but over time, every state and many local governments across the nation have implemented financial transparency websites. Without an investment in the State’s technology, Colorado will be the only state in the nation to not provide this service.

With the implementation of the Colorado Operations Resource Engine (CORE) at the beginning of FY 2014-15, the two systems that support the existing TOP website, COFRS and the Financial Data Warehouse, will no longer record and report on State expenditure and revenue data. As a result, the current TOPs website will not be able to provide revenue and expenditure information for FY 2014-15 and future years.

Without a new system to populate expenditure and revenue information to the TOP website, Colorado would be the only state in the nation to not provide this service for taxpayers, and the Department would not meet its statutory obligations of providing easily accessible, searchable, downloadable, and transparent information on State expenditure and revenue information to the citizens of Colorado.

Proposed Solution:

The Department is requesting \$142,235 General Fund in FY 2014-15 to implement an updated transparency online system, and \$5,000 General Fund in FY 2015-16 and ongoing for annual licensing costs. The FY 2014-15 amount includes \$100,000 for the new TOP system and \$42,235 to hire a temporary position in to support implementation of the new system. The Department will require ongoing resources for system support and continuous system improvement, but will wait until CORE is fully implemented to assess the permanent staffing needs in the State Controller's Office to see whether or not this duty can be absorbed within existing resources.

The proposed solution includes a dedicated Google website, developed in coordination with the Office of Information Technology, leveraging CORE and the existing Colorado Information Marketplace. Data would pass from CORE to the Colorado Information Marketplace and then to a dedicated website. This website will be created to include a high degree of search-ability based on the model used by Checkbook NYC, the highly regarded transparency website of New York City (please see Appendix). In addition, citizens could create their own reports in the Colorado Information Marketplace. Based on information from OIT, in an effort to mirror Checkbook NYC, the Department believes that \$100,000 in one-time funding would need to be invested, as well as approximately \$5,000 in annual licensing and maintenance costs.

In addition to the above system, the Department believes that with the trends of increasing transparency, it is necessary to create a half-time, temporary position within the Office of the State Controller charged with identifying and implementing the continued upgrades to the system based on national trends. The Department believes that this position would allow for the improvement and upgrades to the website in its initial year of implementation, which will ultimately lead to greater transparency and improved customer service. The Department believes that this position should be filled at the equivalent of a General Professional V level in order to most effectively serve as a liaison to the citizens of Colorado. As such, the Department requests one-time funding of \$42,235 General Fund in FY 2014-15, which includes personal services and operating expenses for the equivalent of 0.5 FTE, to support system implementation and identify system upgrades.

The proposed solution will provide improved information access and search-ability through the implementation of a dedicated system to ensure ever increasing transparency to the citizens of Colorado. In determining the resources needed to support the Department's goal of increased customer service through this request, the Office of the State Controller researched state and city websites that had received high marks for transparency. New York City's transparency website was determined to be one of the best available.

The Department believes that the solution identified within this request includes the resources needed to establish and manage the TOP website in its first year of operation and will dramatically improve the search-ability and transparency currently offered by the State. This will allow the Department to continue to report on State expenditures and revenue despite the discontinuation of the two legacy systems that currently supply TOP with data. After the first year of operation, the resources needed to continue the TOP

website development and management will be reassessed along with other long-term Office of the State Controller operational needs. Implementation of the CORE system will require the OSC to reevaluate its ongoing structure and resource allocation, and this assessment will be included within the scope of that larger, more all encompassing, evaluation.

Anticipated Outcomes:

If this request is funded, the Department will be able to use Colorado Information Marketplace and corresponding website to take the place of COFRS and FDW, which will no longer be utilized or maintained to track expenditure or revenue information, and the existing TOP website that publishes that information. Funding this request allows the Department to comply with its statutory obligations under Section 24-72.4-101, C.R.S., in addition to publishing State expenditures, revenue, and other critical information that is of interest to the citizens of Colorado.

As mentioned previously, the Department is aware that there is an ever increasing demand for improved transparency of government expenditures. As a result, the Department's proposal includes funding for temporary personal services resources that will facilitate the constant improvement of the information available to the citizens. The ultimate determination of a successful project will be the satisfaction of citizens with the accessibility, usability, and transparency of information provided on the website.

Assumptions and Calculations:

As noted above, the Department believes that the most cost effective and efficient solution to providing transparent and continually improving information to the citizens of Colorado is done by modeling systems that have already been demonstrated as successful. As a result, the Department has created a proposal based on the highly regarded Checkbook NYC, the transparency website for New York City. The Site utilizes open source technology that could be implemented for significantly less cost to the State and allowing the Office of the State Controller to learn from the work already done by the Office of the New York City Comptroller (see appendix). The proposal also leverages the work done by OIT and the capabilities of Colorado Information Marketplace. After discussions with both OIT and the Deputy Controller of New York City, the Department estimates that approximately \$100,000 will be required to implement the system to transfer information from CORE to Colorado Information Marketplace and then to a website, and provide information in a searchable format. Additionally, the Department and OIT estimate that approximately \$5,000 in annual maintenance and licensing costs will be necessary.

The Department's proposed solution includes the personal services resources of a half-time temporary staff position that will manage the relationship with citizens interested in transparency information, monitor national transparency trends to ensure Colorado is a leading state, and implement ongoing improvements to the system. As part of monitoring emerging transparency trends, such as including pension information as a transparency topic, this position would develop processes and procedures for gathering and displaying new information. This position would also develop and maintain the structure for identifying, accumulating, and updating confidential information so that when appropriate it is masked from public view. The Department believes that the knowledge and skill level required to perform these duties would be best suited at the General Professional V level.

As a public effort, this position would also include working with the DPA Communications Director to issue press releases as updates occur, and educating interested citizen groups about the information contained within the system. Citizens are not only concerned about Colorado state government, but also want information about local governments, so this position would begin the process of collaborating with local governments to include other local transparency information into the website.

Expenditure Detail		FY 2014-15		FY 2015-16	
<i>Personal Services:</i>		FTE	\$	FTE	
	Monthly Salary				
GP V	\$ 5,960	0.5	32,780	-	
PERA			3,327		-
AED			-		-
SAED			-		-
Medicare			475		-
STD			-		-
Health-Life-Dental			-		-
Subtotal Position 1, 1.1 FTE		0.5	\$ 36,582	-	\$ -
Subtotal Personal Services		0.5	\$ 36,582	-	\$ -
<i>Operating Expenses</i>					
Regular FTE Operating	500	1.0	500	-	
Telephone Expenses	450	1.0	450	-	
PC, One-Time	1,230	1.0	1,230		
Office Furniture, One-Time	3,473	1.0	3,473		
Other			-		
Other			-		
Other			-		
Other			-		
Subtotal Operating Expenses			\$ 5,653		\$ -
TOTAL REQUEST		0.5	\$ 42,235	-	\$ -
<i>General Fund:</i>			\$ 42,235		
<i>Cash funds:</i>					-
<i>Reappropriated Funds:</i>					
<i>Federal Funds:</i>					

**Schedule 13
Funding Request for the FY 2014-15 Budget Cycle**

Department: Department of Personnel & Administration

Request Title: Central Collections Investment in Customer Service

Priority Number: R-3

Dept. Approval by: *Christina Penczek* 10/18/13 Date

OSPB Approval by: *David M. ...* 10/22/13 Date

<input checked="" type="checkbox"/> Decision Item FY 2014-15
<input type="checkbox"/> Base Reduction Item FY 2014-15
<input type="checkbox"/> Supplemental FY 2013-14
<input type="checkbox"/> Budget Amendment FY 2014-15

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16	
		1	2	3	4	5	
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16	
Total of All Line Items	Total	\$1,273,681	\$0	\$1,283,524	\$389,022	-\$196,716	
	FTE	20.0	0.0	20.0	0.0	0.0	
	GF	\$0	\$0	\$0	\$0	\$0	
	GFE	\$0	\$0	\$0	\$0	\$0	
	CF	\$1,273,681	\$0	\$1,283,524	\$389,022	\$196,716	
	RF	\$0	\$0	\$0	\$0	\$0	
	FF	\$0	\$0	\$0	\$0	\$0	
(5) Division of Accounts and Control - Controller (D) Collections Services, Personal Services		Total	\$924,596	\$0	\$934,439	\$167,830	\$0
	FTE	20.0	0.0	20.0	0.0	0.0	
	GF	\$0	\$0	\$0	\$0	\$0	
	GFE	\$0	\$0	\$0	\$0	\$0	
	CF	\$924,596	\$0	\$934,439	\$167,830	\$0	
	RF	\$0	\$0	\$0	\$0	\$0	
	FF	\$0	\$0	\$0	\$0	\$0	
(5) Division of Accounts and Control - Controller (D) Collections Services, Operating Expenses		Total	\$349,085	\$0	\$349,085	\$221,192	\$196,716
	FTE	0.0	0.0	0.0	0.0	0.0	
	GF	\$0	\$0	\$0	\$0	\$0	
	GFE	\$0	\$0	\$0	\$0	\$0	
	CF	\$349,085	\$0	\$349,085	\$221,192	\$196,716	
	RF	\$0	\$0	\$0	\$0	\$0	
	FF	\$0	\$0	\$0	\$0	\$0	

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number:

Reappropriated Funds Source, by Department and Line Item Name:

Approval by DIT? Yes: No: Not Required:

Schedule 13s from Affected N/A

Other Information: N/A



COLORADO

Department of Personnel &
Administration

Priority: R - 3
Central Collections Investment in Customer
Service
FY 2014-15 Change Request

Cost and FTE

- The Department requests \$389,022 Cash Fund spending authority for FY 2014-15 to hire 3.6 temporary staff in the Central Collection Services (CCS) unit to support the increased volume of accounts collected. The request includes \$196,716 in FY 2015-16 and ongoing for operating related to increased volume. This represents an 8.5 percent increase in funding to the Collections program.

Current Program

- Central Collection Services (CCS) is the State's central accounts receivable function and actively collects debts owed to state agencies, institutions of higher education, and political subdivisions after initial collection efforts by those agencies have been unsuccessful. CCS also contracts with private collection agencies to assist with the collection of longer-term debts.

Problem or Opportunity

- Recent managerial, programmatic, and systems changes within CCS have increased the volume of accounts assigned to the program, resulting in a much greater workload as well as significantly higher collections over the past few years. The Department projects a 30 percent growth in accounts in FY 2013-14 (570,387), and 20 percent in FY 2014-15 (684,464).
- This growth has impacted the time it takes to recover funds assigned to CCS by agencies, increased the time necessary for individuals to enter into a payment plans, and has resulted in significant wait periods before customer issues can be addressed.

Consequences of Problem

- If this issue is not addressed, CCS will be unable to collect on the debts of State agencies and political subdivisions in an efficient and timely manner.
- The effect of a diminished collection process will likely be two-fold: 1) agency clients may choose to utilize private collections agencies, which charge a higher rate and therefore reduce the amount of debt collected for the State; and, 2) private citizens may experience reduced customer service.

Proposed Solution

- The Department proposes adding 3.6 temporary staff and related operating expenses in an effort to address the increasing workload volumes, expedite collections rates and timeframes, and improve customer service delivery. The request also includes a permanent increase in operating funding.
- The Department intends to perform an efficiency study, such as a Lean project, to identify ideal processes, ongoing resource needs, and whether or not permanent FTE will be necessary, as well as explore the efficacy of replacing the current system with an automated long-term solution.

FY 2014-15 CHANGE REQUEST
Priority: R - 3 Central Collections Investment in Customer Service
Request Detail

Problem or Opportunity:

Central Collection Services (CCS), located within the Division of Accounts and Control – Controller’s Office, is statutorily responsible for providing debt collection services to State agencies and political subdivisions through delegation by the Office of the State Controller. CCS customers include State agencies and political subdivisions that send accounts to CCS, as well as the individual consumers who owe debts to the State; CCS provides this service at a fixed commission rate of 18 percent. CCS attempts to provide the best customer service to both types of clients. However, due to recent managerial, programmatic, and systems changes that have occurred within CCS, the volume of accounts assigned to the program have increased, resulting in a much greater workload as well as significantly higher collection amounts. This request is for the resources needed to allow the program to expand to cover the projected increase in services requested by CCS client agencies in the short-term.

Over the past few years, CCS has experienced significant growth in the number of accounts assigned to the program for collection and administration. There are several reasons for this growth. First, the Department invested in upgrades to the Columbia Ultimate Business System (CUBS) as a result of the funding provided by the General Assembly in FY 2012-13. These investments include the implementation of automated data scrubs on social security numbers and addresses, as well as evaluations of new account information that allow the Department to more easily identify tactics to quickly and effectively collect on debtor accounts. CCS also has a number of unique capabilities to collect debts, all of which have dramatically increased the ability to collect on debts, including five new intercept programs, access to wage and employment information through the Department of Labor and Employment, and access to Department of Revenue Motor Vehicle information. The capabilities afforded by these government information resources, are not available to private collection companies making the CCS the best-equipped agency for debt collection.

The recent ability to use intercept programs, which include state income tax, federal income tax, lottery winnings, gaming winnings, and vendor offsets, are unique to CCS and significantly increase both the volume of accounts and the amount collected for the State and other client agencies. If it is found that a debtor has gaming winnings or tax refunds that can be intercepted, the interception of the debt is performed before the payment on those winnings or refunds are made to the debtor. Once an intercept is made, or an individual decides to enter into a payment plan, CCS’ administrative staff become involved, which increases workload.

The administrative staff of CCS process payments, answer questions, research and participate in hearings related to accounts, record accounting transactions, transfer funds to the agency where the debt is recorded, and manage over 200 agency clients of CCS. The unit is also responsible for the management of State debts awarded by contract to private collection companies, and private counsel for the State. Statute requires the referral of debt to CCS at 30 days past due, and are subsequently assigned to private collection companies at 180 days past due if no repayment arrangements have been made with debtors.

When CCS receives an account to be collected from a State agency after the 30 days past due statutory time limit, the system utilized by CCS generates an automated letter to the debtor requesting payment of the debt if the address is known. After 15 days, the account is assigned to a collector who begins to utilize standardized collection tactics, such as phone calls and letters, to encourage the debtor to voluntarily contact the State and enter into a payment plan.

The Department tracks a number of key statistics related to the accounts within CCS. The table below shows the total number of active accounts as compared to the number of accounts closed each year. The table demonstrates that the number of accounts has grown in recent years, as have the number of accounts closed annually due to being paid in full. However, there remain a significant number of accounts open and continuing to be opened that represent money owed to the State; this volume is expected to increase dramatically over the next few years.

Active Accounts by Fiscal Year						
	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013- 14**	FY 2014- 15**
Number of Active Accounts	387,732	401,172	443,247	438,759	570,387	684,464
Number of Accounts Closed By Being Paid in Full	17,650	18,950	22,057	34,433	44,763	53,715
Average Collection Rate*	33.20%	30.80%	18.99%	20.89%	22.30%	22.30%

* Average Collection Rate is based on dollars collected and not number of accounts.

** Projected at an increase of 30% in FY 2013-14, and 20% in FY 2014-15.

Proposed Solution:

In order to continue to provide cost effective collection services in a timely manner, the Department requests \$389,022 in Cash Fund spending authority for the equivalent of 3.6 additional, temporary positions and associated operational expenses to support the increased volume of accounts to be collected and administratively supported in FY 2014-15, and \$196,716 in Cash Fund spending authority ongoing as outlined below:

Total Appropriations Requested		
	FY 2014-15	FY 2015-16
PS Collections Rep I temp staff (2.0)	\$79,602	\$0
PS Program Asst I temp staff (.60)	\$34,285	\$0
PS Accountant I temp staff (1.0)	\$53,943	\$0
Personal Services subtotal	\$167,830	\$0
Operating for PS temp staff	\$24,476	\$0
Operating for volume growth	\$130,716	\$130,716
Operating for Cubs System functionality	\$66,000	\$66,000
Operating Expenses subtotal	\$221,192	\$196,716
Total PS and Operating	\$389,022	\$196,716

Although the Department believes that the additional resources requested in this Change Request are necessary to ensure the ongoing operation of this program, it intends to perform an efficiency study such as a Lean project to identify ideal processes and ongoing resource needs. Once this assessment is completed, the Department will re-evaluate whether or not permanent FTE will ultimately be necessary for CCS. In addition to this assessment, the Department will be exploring the efficacy of enhancing or replacing the current manual collections system and process with an automated solution as part of the long-term CORE/COFRS Modernization project.

This request addresses three areas that are facing increased workload volumes provided by CCS:

Increase Efficiency of Collections

In-House Collections Staffing Levels

Central Collection Services currently has nine collectors who focus on new business. CCS is assigned approximately 4,800 new accounts each month worth approximately \$11.0 million from its client agencies, and has a total portfolio of over 430,000 accounts worth over \$681.0 million in total. In-house collectors use industry standard collection practices such as sending letters and making phone calls to facilitate the collection of outstanding debts. In addition, the in-house collection staff answers incoming phone calls, as well as following up on previous requests, responding to written inquiries or documentation regarding accounts, completing skip-tracing to locate or verify contact information, and initiating suit and/or garnishment processes on accounts in their portfolios. The following chart shows the staffing levels for in-house collectors since FY 2009-10, in combination with the number of active accounts and accounts closed.

Average Collections per FTE						
	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013- 14**	FY 2014- 15**
Number of Active Accounts	387,732	401,172	443,247	438,759	570,387	684,464
Number of Accounts Closed By Being Paid in Full	17,650	18,950	22,057	34,433	44,763	53,715
Number of Accounts Closed for Other Reasons**	19,092	11,172	42,812	9,013	11,717	14,060
Number of New accounts Assigned to CCS by Clients	50,813	50,182	72,197	60,381	78,495	94,194
In-House Collections Staff (FTE)	7.9	7.5	5.7	9.0	9.0	9.0
Average Number of Accounts Closed Annually By Being Paid in Full per In-house Collections Staff	2,234	2,527	3,870	3,826	4,974	5,968

* Other reasons typically include accounts closed because the client agency has rescinded the account from CCS. In this case, the client agency makes the determination that the debt should not be collected. Other reasons may include death of the debtor, duplicate accounts, or bad information.

** Projected at an increase of 30% in FY 2013-14, and 20% in FY 2014-15.

The number of accounts closed due to being paid in full has grown over the past few years, despite a relatively stable number of collectors employed in-house. As a result, the average number of accounts closed per in-house collector has increased. The number of accounts closed due to being paid in full in FY 2011-12 and FY 2012-13 grew as a result of different automated tools including social security number scrubs and intercept programs. Given these adjustments, however, the ratio of accounts closed by being paid in full annually to the active accounts remains very low, and the Department expects to see this statistic improve.

In addition, the time spent by debtors waiting on hold or abandoning phone calls when seeking information from CCS does not represent the highest level of customer service that the Department seeks to provide. Within the last 12 months, CCS has received nearly 28,000 phone calls with requests for information or administrative details on accounts. Individuals call the CSS for various reasons including questions about why they received a letter, seeking to voluntarily enter into a payment plan, and requesting a review and ultimately a hearing. Statistics kept by the program indicate that, on average, 27 percent of calls to CCS are abandoned by the caller. In the last 12 months, callers experienced maximum wait times of up to 20 minutes before their phone call was answered as a result of high volume levels. The Department believes that customer wait times should not exceed five minutes, and that lengthy wait times are the reason for the nearly 8,000 calls to CCS that were abandoned in the last 12 months. Most of those individuals called back at a different time to obtain the information they needed; however, the frustration and inconvenience to these consumers does not represent the Department's commitment to providing the highest quality of customer service.

The Department believes that adding additional in-house collectors will improve the collection rate and customer service to the clients that are served by CCS. The Department notes that many factors contribute to collection rates and the numbers of accounts closed, such as the amount of debt assigned to private agencies, the basic data known on the debtor, and the ability to utilize intercept information. However, the Department's proposal to increase resources equivalent to 2.0 temporary positions at the Collections Representative I level (\$79,602 Cash Fund spending authority) will help the Department to keep pace with the growth in assigned accounts in the short-term. As mentioned previously, the Department intends to perform an efficiency study such as a Lean project to identify ideal processes. The Department will then reassess its on-going resource needs for the long-term. Also, as has been the policy and statutory obligation of the Department for a number of years, the Department will continue to assign older debt to private collection agencies in an effort to manage the existing assigned accounts.

Operating Expenses Related to Volume Growth

A number of the standard operating expenses of Central Collection Services are dependent on volume. As a result, the Department proposes increasing the spending authority within the Operating Expenses line item to address those items, including funding for additional maintenance of system enhancements and processing services for the collections system, as well as growth in postage and printing costs, increased bank fees, and call recording licenses that grow with the volume of accounts.

Operating Costs						
	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013- 14**	FY 2014- 15**
Number of Active Accounts	387,732	401,172	443,247	438,759	570,387	684,464
Growth Rate of Active Accounts	6.58%	3.47%	10.49%	-6.10%	30.00%	20.00%
Printing Services	\$11,704	\$29,917	\$32,893	\$45,782	\$59,517	\$71,420
Growth Rate of Printing Services	-17.70%	155.61%	9.95%	39.18%	30.00%	20.00%
Postage	\$74,062	\$114,430	\$137,230	\$153,737	\$199,858	\$239,830
Growth Rate of Postage	-24.61%	54.51%	19.92%	12.03%	30.00%	20.00%
Bank, Credit Card and Skip Tracing Fees*	\$32,330	\$31,281	\$33,928	\$33,902	\$44,073	\$52,888
Growth Rate Bank, Credit Card and Skip Tracing Fees	-10.30%	-3.25%	8.46%	-0.08%	30.00%	20.00%

* *Growth rate for Bank, Credit Card, and Skip Tracing fees has decreased over time due to negotiations to lower rates with banks. This trend is not anticipated to continue and will increase due to volume of transactions.*

** *Projected*

As a result of account volume and operating cost increases, the Department requests an additional \$130,716 in Cash Fund spending authority within the Operating Expenses line item in FY 2014-15 and beyond. As noted in the chart above, there are additional costs associated with printing, postage, and bank fees that require additional spending authority in order to keep pace with increased costs and increased volumes.

The Department also requests \$66,000 in Cash Fund spending authority within the Operating Expense line item to fund the ongoing maintenance of previously installed system enhancements that are designed to scrub incoming accounts, analyze the incoming accounts to determine the probability of collection, and prioritize for Department staff the accounts determined most collectable. This will allow the Department to collect the highest dollar value accounts with less staff time, thus increasing Departmental efficiency and the overall dollar amount collected. The \$66,000 covers the ongoing costs for providing this service.

Improve Administrative Customer Service Provided to Debtors and Agencies

Administrative Assistance

Central Collection Services currently has 6.7 FTE assigned to the administrative branch of the program. The staff fills critical roles that allow CCS to best serve their clients, both consumers and client agencies, by processing transactions, managing client relationships, providing data analytics, managing correspondence, and reconciling payments, among other duties. The 6.7 current FTE fall into the following categories: systems administrator (1.0 FTE), client customer service liaison (1.0 FTE), administrative support (1.0 FTE), legal support (1.0 FTE) and financial support (2.7 FTE). The workload of the client liaison role and the financial support roles have been dramatically impacted by the increase in accounts over the past few years.

The Client Customer Service Liaison manages the relationship that CCS has with its client agencies. As the number of clients served by CCS has increased over the past five years from 185 clients in FY 2008-09 to over 200 clients in FY 2012-13, the workload assigned to this position has grown. This position responds to approximately 100 emailed and telephone client inquiries per day, creates and provides educational materials, works with clients on accounting inquiries and collections inquiries, and updates the CUBS system with new information. Based on daily volume of requests, the Department estimates that this role requires approximately 13 hours of relationship management per day or 3,380 hours per year. This translates to a workload appropriate for 1.6 FTE. The Department is currently managing this workload by utilizing overtime and support that has been redirected from other roles, but this is neither efficient nor sustainable if the growth of clients remains constant. The Department is therefore requesting to increase personal services resources equivalent of a 0.6 temporary position at the Program Assistant level I (\$34,285 Cash Fund spending authority) to help support customer service provided to client agencies.

Financial Support

The financial support team is staffed by 2.7 individuals who ensure that all financial transactions are posted in the CUBS system, reconcile bank statements, claim funds from the treasury, and process cancellations or adjustments of account information, among other tasks. The following table shows that the number of financial transactions posted to the CUBS system over the past five years has grown by 73 percent between FY 2009-10 and FY 2012-13, despite no growth in administrative staffing levels as a whole. The trend is expected to continue.

Annual Accounting Transactions						
	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14**	FY 2014-15**
Total Number of Accounting Transactions Recorded	162,595	174,421	180,761	280,629	364,818	437,781
Percent Change	10%	7%	4%	55%	30%	20%
Administrative, Client Support, and Financial Support Staff	7.0	7.0	6.2	6.7	6.9	6.9

** *Projected*

The Department believes that adding one additional staff to the financial support team will alleviate some of the strain caused by the dramatically increasing volume of CUBS transactions. CCS estimates that each staff member can process approximately 30 to 40 financial transactions per hour depending on complexity, or between 57,600 and 76,800 financial transactions each year. Although the rate of growth shows a need for a significant increase in staffing to support financial transactions, the Department believes it is reasonable to request additional personal services resources equivalent to 1.0 temporary position at the Accountant I level (\$53,943 Cash Fund spending authority) to manage the additional required financial workload due to the volatility in the number of transactions over the past year.

Anticipated Outcomes:

The Department anticipates that the resources outlined within this request will have a positive impact on its State agency customers, in addition to the private consumers who owe debts to the State, by improving collections rates and timeframes, and by improving administrative services provided to both agencies and individuals. The Department will continue to track the number of open and active accounts and the number of accounts closed annually due to being paid in full, amongst other data points, in an effort to measure the impact of additional staff on the productivity of the unit. The Department will continue to track call-in information, including average wait time by week and the number of unanswered calls due to hang-ups.

This request will have no impact on the appropriations for other government agencies. However, the ability of CCS to serve the increasing volume of its agency customers will benefit all agencies that utilize Central Collection Services by creating accurate and timely debt collection and enabling the efficient recovery of funds owed to the State.

Assumptions and Calculations:

Please see the attached FTE Calculations for specific personal services and operating calculations related to the 3.6 temporary staff positions. The assumptions and calculations for each of the critical areas facing CCS and their respective proposals are outlined below:

Increase Efficiency of Collections*In-House Collections Staffing Levels*

As presented in the Proposed Solution section, the following table shows the staffing levels for in-house collectors since FY 2009-10, in combination with the number of active accounts and accounts closed annually.

Average Collections per FTE						
	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013- 14**	FY 2014- 15**
Number of Active Accounts	387,732	401,172	443,247	438,759	570,387	684,464
Number of Accounts Closed By Being Paid in Full	17,650	18,950	22,057	34,433	44,763	53,715
Number of Accounts Closed for Other Reasons**	19,092	11,172	42,812	9,013	11,717	14,060
Number of New accounts Assigned to CCS by Clients	50,813	50,182	72,197	60,381	78,495	94,194
In-House Collections Staff (FTE)	7.9	7.5	5.7	9.0	9.0	9.0
Average Number of Accounts Closed Annually By Being Paid in Full per In-house Collections Staff	2,234	2,527	3,870	3,826	4,974	5,968

* Other reasons typically include accounts closed because the client agency has rescinded the account from CCS. In this case, the client agency makes the determination that the debt should not be collected. Other reasons may include death of the debtor, duplicate accounts, or bad information

**** Projected**

Based on the statistics presented, the Department estimates that each in-house collector is capable of working on and closing approximately 4,000 accounts per year, or approximately 36,000 accounts annually for the unit (based on the 9.0 FTE assumption). For FY 2012-13, this represented \$25.6 million in total collections, and \$4.3 million in total commissions. With a total personal services cost of approximately \$1.1 million, on average, each collector position brought in nearly 24 (25.6/1.1) times their annual salary in total collections resulting in a 400 percent return on investment in commission revenue (4.3/1.1).

Knowing that an additional 55,000 accounts are assigned to CCS annually, the Department believes that, under the current system, it would need an additional 4.8 FTE at the Collection Representative I level in order to keep pace with the growth in assigned accounts (55,000 accounts/4,000 accounts closed per collector = 13.8 FTE (= 4.8 + 9.0)). However, because the Department intends to perform a Lean analysis in order to identify ideal processes that will result in increased efficiencies and reduce the need for additional permanent FTE in the long term, the Department believes it is reasonable to request temporary personal services resources equivalent to 2.0 staff positions at the Collections Representative I level to help manage the additional workload in the short-term. Therefore, the Department requests \$91,840 in Cash Fund spending authority (\$79,602 in Personal Services and \$12,238 in Operating Expense) for temporary staff positions in FY 2014-15.

Operating Expenses Related to Volume Growth

The Department proposes increasing the spending authority within the Operating Expenses line item to address costs associated with the workload volume growth, including additional licenses for the collections system, higher costs for postage and printing, and increased bank fees.

Projected Growth in Operating Costs						
	FY 2012-13 Expenditures	Anticipated FY 2013-14 Volume Growth	FY 13-14 Spending Authority	Anticipated FY 2014-15 Volume Growth	FY 2014-15 Spending Authority	Increase
Printing Services	\$45,782	30%	\$59,517	20%	\$71,420	\$25,638
Postage	\$153,737	30%	\$199,858	20%	\$239,830	\$86,093
Bank, Credit Card and Skip Tracing Fees	\$33,902	30%	\$44,073	20%	\$52,888	\$18,985
Total	\$233,421		\$303,448		\$364,138	\$130,716

As discussed in the Proposed Solution section, the Department proposes increasing the spending authority within the Operating Expenses line item by a total of \$130,716 to address increased workload volume. The amount is driven by additional maintenance of system enhancements and processing services for the collections system, higher costs for postage and printing, increased bank fees, and call recording licenses that grow with the volume of accounts.

The Department also requests \$66,000 in Cash Fund spending authority within the Operating Expense line item to fund the on-going maintenance of previously installed system enhancements that are designed to scrub incoming accounts, analyze the incoming accounts to determine the probability of collection, and prioritize for Department staff the accounts determined most collectable. The total operating cost request will equal \$196,716 Cash Fund.

Improve Administrative Customer Service Provided to Debtors and Agencies

Administrative Assistance

As discussed in the Proposed Solution section, the workload of the client liaison role and the financial support roles has been dramatically impacted by the increase in accounts over the past few years. As a result, the Department is seeking temporary personal services resources equivalent to 0.6 staff position at the Program Assistant I level to help support the customer service provided to clients in the short-term. This is based on the daily volume of requests received, which translates to approximately 13 hours of relationship management per day or 3,380 hours per year. This is an appropriate workload for 1.6 FTE, rather than the 1.0 FTE that is currently staffing this role. Therefore, the Department is requesting \$40,204 in Cash Fund spending authority (\$34,285 in Personal Services and \$5,919 in Operating Expense) for a part-time temporary staff position in FY 2014-15.

Financial Support

The financial support team is currently staffed by 2.7 FTE. The Department believes that adding 1.0 FTE to the financial support team will alleviate some of the strain caused by the dramatically increasing volume of CUBS financial transactions. CCS estimates that each staff member can process approximately 30 to 40 financial transactions per hour depending on complexity, or between 60,000 and 80,000 financial transactions each year. Although the financial support team has other significant workload beyond processing financial transactions, the growth in the number of financial transactions processed annually justify the addition of one additional staff person to the team. The Department believes that there will likely be well over 300,000 transactions processed per year in the coming years. Based on the data that indicates that one person can process between 60,000 and 80,000 transactions annually, the Department estimates that it would need between 5.5 and 7.3 staff to be able to successfully manage the workload in FY 2014-15.

Annual Accounting Transactions						
	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14**	FY 2014-15**
Total Number of Accounting Transactions Recorded	162,595	174,421	180,761	280,629	364,818	437,781
Percent Change	10%	7%	4%	55%	30%	20%
Administrative, Client Support, and Financial Support Staff	7.0	7.0	6.2	6.7	6.7	6.7

Although the rate of growth shows a need for a significant increase in staffing to support financial transactions, the Department believes it is reasonable to request temporary personal services resources

equivalent to 1.0 staff position at the Program Assistant II level to manage the additional required financial transactions until a Lean project has been completed and the Department is able to assess its permanent staffing needs. Therefore, the Department is requesting \$60,062 in Cash Fund spending authority (\$53,943 in Personal Services and \$6,119 in Operating Expense) for temporary staff positions in FY 2014-15.

This request will be funded with Cash Funds from collections receipts and fees; please see the Cash Flow Summary table below for cash flow projections.

Cash Flow Summary				
	FY 2011-12	FY 2012-13	FY 2013-14**	FY 2014-15**
Revenue Total	\$2,982,602	\$4,296,684	\$5,585,689	\$6,702,827
Fees	\$2,982,602	\$4,296,684	\$5,585,689	\$6,702,827
Interest	\$0	\$0	\$0	
Expenses Total	\$2,768,742	\$4,268,169	\$5,585,690	\$6,702,828
Cash Expenditures	\$2,768,742	\$3,059,449	\$3,050,122	\$3,278,642
Transfer to General Fund	\$0	\$1,208,720	\$2,535,568	\$3,424,186
Net Cash Flow	\$213,860	\$28,515	\$0	\$0
Total Collections	\$17,295,641	\$25,124,713	\$32,662,127	\$39,194,552
Increase From Prior Year	1.2%	45.3%	30.0%	20.0%

** *Projected*

Schedule 13
Funding Request for the FY 2014-15 Budget Cycle

Department: Department of Personnel & Administration

Request Title: Address Confidentiality Program Resources

Priority Number: R - 4

Dept. Approval by: *Yusuf Rogovsky* Date: 10/17/13

OSPB Approval by: *Eric R. Kelly* Date: 10/22/13

- Decision Item FY 2014-15
- Base Reduction Item FY 2014-15
- Supplemental FY 2013-14
- Budget Amendment FY 2014-15

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items	Total	\$128,823	\$0	\$143,823	\$60,308	\$0
	FTE	2.0	0.0	2.0	0.0	0.0
	GF	\$0	\$0	\$0	\$60,308	\$0
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$128,823	\$0	\$143,823	\$0	\$0
	RF	\$0	\$0	\$0	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0
(4) Central Services (B) Integrated Document Solutions, Address Confidentiality Program	Total	\$128,823	\$0	\$143,823	\$60,308	\$0
	FTE	2.0	0.0	2.0	0.0	0.0
	GF	\$0	\$0	\$0	\$60,308	\$0
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$128,823	\$0	\$143,823	\$0	\$0
	RF	\$0	\$0	\$0	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number: Not Applicable.

Reappropriated Funds Source, by Department and Line Item Name: Not Applicable.

Approval by OIT? Yes: No: Not Required:

Schedule 13s from Affected Departments:

Other Information:



COLORADO

Department of Personnel &
Administration

*Priority: R-4
Address Confidentiality Program Resources
FY 2014-15 Change Request*

Cost and FTE

- The Department is requesting \$60,308 General Fund for FY 2014-15 to hire temporary staff (the equivalent of 1.4 FTE at the Administrative Assistant II level) to address the expanding caseload in the Address Confidentiality Program (ACP). The Department will complete a Lean project and then re-assess its permanent resource needs.

Current Program

- The ACP's goal is to protect victim locations by providing a legal substitute address and mail forwarding services. The program serves the victims of a number of different types of crimes including domestic violence, sexual assault, and stalking, etc. Since the program also provides training and guidance to other organizations, the program's reach is not limited to the victims themselves.

Problem or Opportunity

- The ACP enrolls an average of 51.1 new participants per month, each of which requires a 23 step enrollment process. The program does not have sufficient staff to handle this level of growth.
- Workload is measured by the net increase in participants and the number of pieces of mail processed through the program. The data indicates that the ACP is processing roughly 80,000 pieces of mail each year, which is increasing as the net number of new participants grows by an average of 216 per year. The caseload from FY 2011-12 to FY 2012-13 grew 13.6% and this growth rate is expected to continue through FY 2017-18 when participation stabilizes at 4,000 participants.
- By statute, ACP must accept and serve all applicants that apply and qualify for the program. Without additional resources, the ACP will not be able to provide exceptional customer service to the victims or entities that rely on its services.

Consequences of Problem

- Enrollees may experience service delays or denials; they may experience difficulty using the core services if insufficient resources exist to respond to participant questions or sustain responsive, collaborative relationships with other agencies and service providers.

Proposed Solution

- With additional resources, the ACP will hire temporary staff to address the needs of its expanding caseload. This will enable the program to maintain or increase its ability to sort and forward mail, process incoming applicants, and perform the outreach required of a statewide program until the ACP is able to assess its permanent resource needs.

FY 2014-15 CHANGE REQUEST
Priority: R - 4 Address Confidentiality Program Resources
Request Detail

Problem or Opportunity:

The Address Confidentiality Program (ACP) within the Department of Personnel and Administration provides a confidential address to the direct and indirect victims of various types of crimes. The program exists so that the perpetrators of these crimes cannot track down their victims through any number of services, agencies, institutions, or providers that do not typically protect the addresses of its customers.

In recent years, the Department has identified a number of potential changes that would positively impact the efficiency and sustainability of the Address Confidentiality Program. One of the primary challenges to the program's ongoing sustainability was the statutory limitation on the Program's ability to use General Fund to support its operations. This was a challenge because victims and their families that are enrolled in the program tend to stay on for much more than a single year, but the fee assessed against the perpetrator is assessed only once at the time of conviction or guilty plea. The discrepancy between the one-time nature of the fee, a convicted individual's ability to pay the fee, and the ongoing cost of serving the victim of that crime caused the Department to pursue legislation to address this issue. In the 2013 Legislative Session, the General Assembly passed S.B. 13-271, and now the program can access General Funds when the Cash Fund sources become insufficient for its operations.

A second operational hurdle identified by the Department is that the Address Confidentiality Program is statutorily required to accept all victims and their family members if they meet the eligibility criteria, regardless of budget or staff resources. This enrollment requirement clouds the ability of the Address Confidentiality Program's staff to control its costs and staffing needs. Without the ability to adequately staff this function for the growth it continues to experience, which was 13.6% from FY 2011-12 to FY 2012-13, the Address Confidentiality Program will not be able to provide the appropriate level of customer service required to fulfill its duties and provide its community with the services it needs. This issue can manifest itself in a number of ways through the services provided by the Address Confidentiality Program.

First, program staff has found that it is becoming increasingly difficult to keep up with the volume of mail it receives because it must be sorted, packaged, stamped, and sent to each of its recipients individually. Current estimates indicate that the program receives approximately 80,000 pieces of mail each year that are then sorted and sent to program participants. Program staff is also responsible for the clerical tasks associated with the intake, maintenance, and elimination of program participants that happens on a daily basis. As of the end of FY 2012-13, the Address Confidentiality Program had 1,835 active participants that received, on average, two envelopes containing forwarded household mail per month. Enrollment is expected to increase by 13.6% per year until FY 2017-18, when the program reaches its projected equilibrium enrollment of approximately 4,000 participants.

Second, the Address Confidentiality Program averaged 51 new participants per month and the elimination of 33 participants per month in FY 2012-13. Each new participant must be processed for eligibility, and

once completed, must be set up in the system with a number of time-consuming processes. These processes include, but are not limited to: generating Address Confidentiality Program access cards, verifying identified court cases and notifying the appropriate courts of program enrollment, reviewing current voter registration information and notifying Elections of public voter registration records that require a confidential record flag, removal of the new participant's address from online view, and compiling and sending out welcome package materials. The welcome package includes verification of enrollment letters, individual authorization cards, individualized county verification letters, comprehensive program instructions, school record transfer and release forms, address and household change forms, and copies of any notices provided to the courts. This process is nearly duplicated for individuals that remove themselves from the program, are removed from the program, or experience any other event, such as an address change.

Third, the Address Confidentiality Program is charged with serving the entire victim community in the State of Colorado. Part of that service includes outreach and training to develop the Application Assistants that serve each and every county within the State. The Application assistants guide and advise program applicants and certify the need for service or eligibility to the main Address Confidentiality Program. Currently, only 41 out of the State's 64 counties have a trained Application Assistant – this is primarily due to the fact that the effort required to service the currently enrolled population requires the full attention of the ACP staff so they are unable to provide the necessary outreach and training to certify new or additional Application Assistants.

Fourth, all state and local government agencies must accommodate the ACP laws. Ideally these agencies should be aware of the program, and have policies and processes in place. However, since daily program operations must take priority over agency outreach, many key agencies (such as schools and law enforcement) remain unaware of the program and of their statutory obligation. Unfortunately, this means that agency compliance issues are handled in a reactive manner - on a case-by-case basis as problems arise, rather than being addressed in an efficient and proactive manner. A further concern is that program participants may not report problems if they (erroneously) perceive that making a complaint might label them as a "problem participant" or somehow negatively impact their program participation. This request provides the opportunity for agency outreach and collaboration, which will address these gaps in a proactive, rather than a reactive, manner.

Finally, the ACP was awarded a State Victim Assistance and Law Enforcement (VALE) Grant for the last few years. This two year grant award funds the outreach and expansion of the Address Confidentiality Program. The grant funds must be used to improve the visibility, awareness and accessibility of the program throughout the State. The grant pays for outreach activities that inevitably increase caseload, but heavily restricts the amount of funding that can be used to pay for enrollment generated as a result of its efforts. Therefore, the ACP anticipates increased enrollment over the next few years as a result of this grant, but no additional staff to address the needs of the new enrollees. Grant awards also require detailed documentation of project progress and the timely submission of quarterly financial and narrative reports. Grant application, management, and reporting tasks further deplete the limited staff resources.

Proposed Solution:

The Department is requesting an appropriation of \$60,308 General Fund to hire temporary staff positions equivalent to 1.4 FTE for FY 2014-15. As part of its solution to the growing caseload, the ACP will complete a Lean project in FY 2014-15 to identify efficiencies and optimize the need for permanent resources. Once the Lean project is complete, the Department will re-assess its needs and submit a request for permanent resources for FY 2015-16, if necessary.

The temporary staff in FY 2014-15 will provide the Address Confidentiality Program the additional resources needed to conduct the day-to-day operations of the program, provide management with the opportunity to proactively establish program processes with other state and local government agencies, and ensure that program services are available to all qualifying Colorado victims. The additional staff resources will allow the Address Confidentiality Program to accommodate the anticipated increase in enrolled victims in the near future. Because the new staff will be performing much of the intake, maintenance, and mail work required of this program, the Address Confidentiality Program will be able to fulfill the Department's commitment to providing excellent customer service in the short term, and mitigate some of the impact of the projected caseload as the number of enrollees approaches equilibrium. The increased customer service level and capacity will be demonstrated by the faster processing of new participant applications; increased program awareness by other state and local government agencies; establishing APC processes and policies within those agencies; an increased ability to train Application Assistants across the state; providing timely responses to participant, advocate and agency questions; and reducing the number and type of problems that direct staff resources away from productive activities in order to resolve preventable situations. The additional staff resources will allow other program staff to focus on non-mail related duties and absorb the expanding caseload without compromising customer service.

Anticipated Outcomes:

If this request is approved, the Department anticipates a greater ability to serve the citizens enrolled in the Address Confidentiality Program through decreased processing time for intake, maintenance, and un-enrollment activities, more efficient mail processing, and the ability to meet the demands of a growing caseload. Because the ACP is required to accept all victims who qualify for the program, the program will be able to fulfill this statutory requirement within reasonable timeframes if the additional staffing is approved.

The Department will measure the success of the additional staff through various metrics including, but not limited to: the number of applications, maintenance requests, un-enrollment requests, and other changes that are performed by the program. The Department will know that this request will have been successful if the Address Confidentiality Program can expand to all 64 counties in the State and absorb the additional workload associated therewith.

Assumptions and Calculations:

To develop the projected staffing need for this request, the Department surveyed other states that operate similar address confidentiality programs and conducted its own analysis of its current workload. For the state level analysis, each state was asked to provide the number of staff they employ and the number of participants they serve. Due to efficiencies that appear to be gained when serving larger populations, the Department only used data from states that served at least 800 participants to develop the staffing ratios used to project the need for Colorado's Address Confidentiality Program. The analysis based on comparable State's indicates that the Address Confidentiality Program requires staffing at the 3.4 FTE level. See the table below.

Table 1: Summary of FY 2014-15 Projected Caseload & Staffing Requirements

Row	Description	Amount	Notes
1	FY 2011-12 Year-End Caseload	1,615.0	From Trial Balance Detail
2	FY 2012-13 Year-End Caseload	1,835.0	From Trial Balance Detail
3	% Caseload Growth	13.6%	Row 2 / Row 1 - 1
4	Projected FY 2014-15 Caseload	2,368.0	
5	Staffing Ratio for Comparable States	688.2	See Table 2 in the Appendix
6	FTE Required to Fully Staff ACP Program	3.4	Row 4 / Row 5
7	Appropriated FTE	2.0	FY 2013-14 Long Bill (SB 13-230)
8	Incremental Temporary FTE Request	1.4	Row 6 - Row 7

For the Department's own analysis, the program manager assessed the frequency and time required to perform the tasks required to operate the Address Confidentiality Program under optimal conditions given current caseload. The Department then extrapolated the FTE needed in FY 2014-15 using the caseload growth developed in Table 1. This analysis indicates that the Address Confidentiality Program will require approximately 3.6 FTE in FY 2014-15. Due to the size and detail included in this table, it is presented as Table 3 under the appendix to this request.

For the total cost of the temporary staffing, the Department based its need on the cost of 1.4 FTE at the Administrative Assistant II level. The Department is using the more conservative of the two estimates that is based upon the incremental FTE identified through the comparison of data to other benchmark states. Because the Department will require the same equipment that would be used for a permanent FTE, the FY 2014-15 estimate of need includes the one-time expenses that are normally included in a new FTE request. Please see a reproduction of the FTE Cost Calculation template (Table 4) in the appendix of this request.

APPENDIX

Table 1: Summary of State-level Address Confidentiality Staffing				
State	Staff	Participants	Staffing Ratio	Adequately Staffed
<i>State's with at Least 800 Participants (Comparable States)</i>				
Oregon	1	1,450.0	1,450.0	No
Texas	3	1,380.0	460.0	Unknown
Washington	2.6	4,017.0	1,545.0	No
Maryland	1	803.0	803.0	No
California	6.5	2,885.0	443.9	Unknown
Minnesota	3	1,500.0	500.0	No
Missouri	2	996.0	498.0	No
Oklahoma	1	802.0	802.0	No
Average	2.5	1729.1	688.2	
Colorado	2.0	1,860.0	930.0	
<i>State's with Less Than 800 Participants</i>				
Idaho	1	71	71	Yes
Vermont	0.5	100	200	Yes
Arizona	2	193	96.5	Yes
Virginia	1	80	80	Yes
Louisiana	1	42	42	Yes
Maine	2	143	71.5	No
Montana	3	25	8.33	Yes
New York	1	133	133	Yes
Pennsylvania	2	415	207.5	Yes
Average	1.6	141.4	90.5	
Overall Average	2.0	884.4	447.5	

Table 2: Summary of FY 2014-15 Projected Caseload & Staffing Requirements			
Row	Description	Amount	Notes
1	FY 2011-12 Year-End Caseload	1,615.0	From Trial Balance Detail
2	FY 2012-13 Year-End Caseload	1,835.0	From Trial Balance Detail
3	% Caseload Growth	13.6%	Row 2 / Row 1 - 1
4	Projected FY 2014-15 Caseload	2,368.0	
5	Staffing Ratio for Comparable States	688.2	From Table 1
6	FTE Required to Fully Staff ACP Program	3.4	Row 4 / Row 5
7	Appropriated FTE	2.0	FY 2013-14 Long Bill (SB 13-230)
8	Incremental FTE Request	1.4	Row 6 - Row 7

Table 3: Address Confidentiality Program Temporary FTE Justification

Work Type	Annual Frequency	Average Time Required	Annual FTE Hours Necessary	Description
General Program Work				
Program Calls	2,767	12 Minutes/Call	553	Responding to calls require pulling a participant's file, summarizing content of the call in the file, and replacing the file.
Program Emails	234	10 Minutes/Email	39	This is enrollee specific email and does not include inter-office email.
Mail Sorting	Daily	5 Hours/Day	1,300	Takes several tasks but is not evenly distributed. Much of this work was handled by an outside FTE (not appropriated in ACP) due to workload. That outside FTE is no longer available as a resource.
New Application Processing	260	7 Hours/App	1,820	This process consists of 23 steps and can vary considerably depending upon the size of the household and a number of other factors.
Application Exception Processing	260	1 Hour Per Day	260	This process addresses issues with the application process including address issues, court or law enforcement compliance, ID changes, federal benefits, housing program issues, etc.
Address Changes	244	.75 Hours/Change	183	10 Step process that include internet searches, phone calls, and drafting of at least one letter.
School Enrollment & Verification	48	0.75 Hours/Request	36	Average of 4 requests received per month.
Name Changes	16	0.5 Hours/Request	8	16 name change requests were rec'd in FY13.
Case Closures	144	0.5 Hours/Request	72	8 step process done for each household that is unenrolled from the program.
Program Manager Specific Workload				
Grant Application	1	30 Hours/Year	30	2 year grant requires a total of 60 hours of work to complete.
Grant Report Follow-up	8	10 Hours/Year	80	Reporting requirements for the grants utilized by the program.
Budget, Grant Audit, and Misc.	1	40 Hours/Year	40	Miscellaneous reporting requirements.
Meetings	12	12 Hours/Month	144	Internal, Division, and Department specific meetings.
Financial Reporting	52	2 Hours/Report	104	Revise, update, and respond to questions regarding financial projections and/or actuals.
Grant Staff Work				

Table 3: Address Confidentiality Program Temporary FTE Justification

Work Type	Annual Frequency	Average Time Required	Annual FTE Hours Necessary	Description
Work Required for Outreach for VALE Grant	52	20 Hours/Week	1,040	The VALE grant requires that the ACP do outreach to new enrollees and counties that aren't currently participating in the program. Work includes some duplication of what is listed above(due to workload), plus outreach calls, follow-up, the development of training materials, meeting preparation, training seminars, and training follow up. If this position could focus solely on expanding the ACP to the counties that are not enrolled and enrolling additional application assistants in underserved areas, the State would benefit from higher enrollments into the program.
<i>FTE Hours Required for Current Workload</i>			5,709	Sum of the hours above.
<i>FTE Needed (Current Workload)</i>			2.7	Hours / 2,080
Work That Cannot Be Completed/Satisfied				
VALE Grant Directive			Included Above	VALE Grant requires that the staff hired with grant fund money work solely on outreach. Due to workload and an exception granted by the grantor, program staff have been allowed to work on the day-to-day processing of applicants.
Agency Outreach			120	Currently, ACP deals with issues on a reactive basis. Program staff believe it would be beneficial to deal with issues on a proactive basis, therefore additional resources to perform agency outreach are desired. Program estimates that this should equate to 10 hours per month for outreach, or 120 hours per year.
Hold Status Follow-up			16.5	Currently, there are a number of households that are in a hold status for any number of reasons. Program staff does not have sufficient time to address each of these hold status issues unless the applicant proactively contacts the program (included in estimates above). Program estimates that each of these follow-up calls would take 45 minutes for the 22 accounts on hold, or 16.5 hours of staff time.

Table 3: Address Confidentiality Program Temporary FTE Justification

Work Type	Annual Frequency	Average Time Required	Annual FTE Hours Necessary	Description
Case Closure			21.5	Depending upon the outcome of the hold status follow up (22 households) and the returned mail households (21 in total), ACP needs to engage in the closure process. Since it is already not forwarding mail to these households, this is a low priority. If all 43 need to be closed, the total time it would take at 30 minutes per closure would be 21.5 hours.
<i>FTE Hours Needed for Optimal Performance</i>			5,867	Sum of the hours above.
<i>FTE Need for Optimal Performance (FY13 Workload)</i>			2.8	Hours / 2,080
Annual Caseload Growth Rate			13.6%	Calculated In a Separate Table (Above)
FY 2014-15 Estimated FTE Need			3.6	Current FTE * (1 + Annual Growth Rate)^2

Table 4 - Calculation Assumptions:

Operating Expenses -- Base operating expenses are included per FTE for \$500 per year. In addition, for regular FTE, annual telephone costs assume base charges of \$450 per year.

Standard Capital Purchases -- Each additional employee necessitates the purchase of a Personal Computer (\$900), Office Suite Software (\$330), and office furniture (\$3,473).

General Fund FTE -- New full-time General Fund positions are reflected in FY 2012-13 as 0.9166 FTE to account for the pay-date shift.

Expenditure Detail		FY 2014-15		FY 2015-16	
<i>Personal Services:</i>		FTE	\$	FTE	
	Monthly Salary				
Administrative Assistant II	\$ 2,644	1.4	44,419	-	-
PERA			4,509		-
AED			644		-
SAED			-		-
Medicare			-		-
STD			-		-
Health-Life-Dental			-		-
Subtotal Position 1, 1.1 FTE		1.4	\$ 49,572	-	\$ -
	Monthly Salary				
		-	-	-	-
PERA			-		-
AED			-		-
SAED			-		-
Medicare			-		-
STD			-		-
Health-Life-Dental			-		-
Subtotal Position 2, .# FTE		-	\$ -	-	\$ -
Subtotal Personal Services		1.4	\$ 49,572	-	\$ -
<i>Operating Expenses</i>					
Regular FTE Operating	500	1.4	700	-	-
Telephone Expenses	450	1.4	630	-	-
PC, One-Time	1,230	1.4	2,460		
Office Furniture, One-Time	3,473	1.4	6,946		
Other			-		
Other			-		
Other			-		
Other			-		
Subtotal Operating Expenses			\$ 10,736		\$ -
TOTAL REQUEST		1.4	\$ 60,308	-	\$ -
	<i>General Fund:</i>		\$ 60,308		-
	<i>Cash funds:</i>		\$ -		-
	<i>Reappropriated Funds:</i>		\$ -		-
	<i>Federal Funds:</i>		\$ -		-