

Schedule 13
Funding Request for the FY 2015-16 Budget Cycle

Department of Personnel & Administration

Request Title R-01 Address Confidentiality Program Resources

Dept. Approval By: *Kurt F. Rozensky*
OSPB Approval By: *Grant H. ...*

Supplemental
 Change Request FY 2015-16
 Base Reduction FY 2015-16
 Budget Amendment FY 2015-16

Line Item Information	FY 2014-15		FY 2015-16		FY 2016-17
	FY 2014-15 Appropriation	Supplemental Request	Base Request	FY 2015-16 Funding Request	Continuation Amount
Total	\$204,131	\$0	\$147,785	\$50,902	\$50,902
FTE	3.4	-	2.0	1.4	1.4
Total of All Line Items					
GF	\$60,308	\$0	\$0	\$50,902	\$50,902
CF	\$143,823	\$0	\$147,785	\$0	\$0
RF	\$0	\$0	\$0	\$0	\$0
FF	\$0	\$0	\$0	\$0	\$0
Total	\$204,131	\$0	\$147,785	\$50,902	\$50,902
FTE	3.4	-	2.0	1.4	1.4
04. Central Services - Address Confidentiality Program					
CF	\$143,823	\$0	\$147,785	\$0	\$0
GF	\$60,308	\$0	\$0	\$50,902	\$50,902

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

Cash or Federal Fund Name and CORE Fund Number: 21A Address Confidentiality Program Fund

Reappropriated Funds Source, by Department and Line Item Name:

Approval by OIT? Yes No Not Required:

Schedule 13s from Affected Departments:

Other Information:



COLORADO

Department of Personnel
& Administration

Priority: R-01
Address Confidentiality Program Resources
FY 2015-16 Change Request

Cost and FTE

- The Department of Personnel & Administration is requesting \$50,902 General Fund for FY 2015-16 and ongoing to permanently hire 1.4 FTE at the Administrative Assistant II level to address the expanding caseload in the Address Confidentiality Program (ACP). This request is to continue funding that was provided for temporary staff in FY 2014-15.

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 crimes including domestic violence, sexual assault, and stalking, etc. The program also provides training and guidance to other organizations.
- The ACP's base level of annual funding is \$143,823 Cash Funds and 2.0 FTE. The ACP received an additional \$60,308 General Fund to fund 1.4 temporary FTE for FY 2014-15 only to address the expanding caseload until a Lean project could be completed and the ACP could assess its permanent resource needs.

Problem or Opportunity

- The ACP enrolls an average of 52 new participants per month, each of which requires a 23 step enrollment process. This is one of the ACP's critical processes to serve its customers.
- In March 2014, the ACP performed a Lean evaluation on the enrollment and returned mail processes to verify the necessity of each step involved. The Lean project was successful in streamlining the returned mail process, but it was determined that each of the 23 steps for the enrollment process was still necessary. Therefore, the ongoing need for an additional 1.4 FTE was not invalidated by the Lean project.
- Workload is measured by the net increase in required transactions and the number of pieces of mail processed through the program. Data indicates that the ACP is processing over 80,000 pieces of mail each year, and is increasing as the net participation grows by an average of 319 per year. The caseload from FY 2011-12 to FY 2013-14 grew an average of 10.3% per year and this growth rate is expected to continue through FY 2017-18 when participation stabilizes at 4,000 participants. The program does not have sufficient staff to handle this level of growth.
- 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. Enrollees may also experience difficulty using the ACP 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 permanent 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 and outgoing participants, and perform the outreach required of a statewide program.



COLORADO

Department of Personnel & Administration

FY 2015-16 Funding Request | November 1, 2014

John W. Hickenlooper
Governor

Kathy Nesbitt
Executive Director

Department Priority: R-01

Request Detail: Address Confidentiality Program Resources

Summary of Incremental Funding Change for FY 2015-16	Total Funds	General Fund
Address Confidentiality Program Resources	\$50,902	\$50,902

Problem or Opportunity:

The Department is requesting \$50,902 General Fund for FY 2015-16 to permanently hire 1.4 FTE at the Administrative Assistant II level to address the expanding caseload in the Address Confidentiality Program (ACP). During FY 2013-14 the Department received funding for temporary FTE in FY 2014-15 until the Address Confidentiality Program conducted a Lean project which assessed its permanent resource needs. ACP performed this Lean project in March 2014 that identified efficiencies and verified the necessity for permanent resources.

The Address Confidentiality Program (ACP) within the Department of Personnel & 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 an issue 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. These enrollment and tracking requirements impede 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 13.75% from FY 2011-12 to FY 2012-13 and 6.8% from FY 2012-13 to FY 2013-14, 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.

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 June 2014, the Address Confidentiality Program had 1,944 active participants that receive, on average, two envelopes containing forwarded household mail per month.

The Address Confidentiality Program averaged 52 new participants per month and the elimination of 42 participants per month in FY 2013-14. 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. Program participants are required to re-enroll in the program after four years of participation. These re-enrollments are not counted in the program's growth figures as they do not result in an increase in caseload, however, the same steps that are required to initially enroll in the Address Confidentiality Program are also required to re-enroll. In FY 2012-13, (the first year of required renewals) the Address Confidentiality Program processed an average of 11 renewals per month. In FY 2013-14 the Address Confidentiality Program has averaged 16 renewals per month. Although these renewals are not reflected in the caseload volume increases shown for the program, they require the same level of effort to properly maintain the confidentiality of the participant.

Additionally, when a minor child of a program participant turns 18, they are given the choice of enrolling separately in the program or leaving. In FY 2012-13 the first enrollees in the program were subject to this re-enrollment requirement. When a participant re-enrolls, or a minor child turns 18, the required paperwork is the same amount of paperwork that is required for a new enrollee, and consumes the same amount of staff time to process. Therefore, the volume of transactions is also an important metric that should be considered when gauging the FTE need of the Address Confidentiality Program.

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.

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.

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.

As part of its solution to the growing caseload, the ACP performed a Lean review project in March 2014 to identify efficiencies and optimize the need for permanent resources. As a result, the returned mail process was streamlined in order to increase efficiency. Additionally, by reviewing the envelope sizes used for mail forwarding and by folding some types of mail in half to use smaller envelopes, the program will save a small amount on postage costs.

Overall, the Lean project revealed some opportunities to save on postage costs and increase efficiency in the returned mail process. However, it was determined that each of the 23 steps of the participant enrollment process is still necessary. The enrollment process is one of the critical processes for the ACP so the Lean project did not invalidate the FTE need originally contained in the FY 2014-15 request, or find enough inefficiencies to decrease the request. Now that the Lean project has been completed, the Department has re-assessed its needs and is requesting permanent resources beginning in FY 2015-16.

Proposed Solution:

The Department is requesting \$50,902 General Fund and 1.4 FTE to convert term limited staff to permanent positions beginning in FY 2015-16 and ongoing.

The term limited staff in FY 2014-15 have provided 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 is allowing the Address Confidentiality Program to accommodate the anticipated increase in enrolled victims, and for renewals of expiring program participants. Because the temporary staff is currently performing much of the intake, maintenance, and mail work required of this program, the Address Confidentiality Program is implementing plans to fulfill the Department's commitment to providing excellent customer service 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 faster processing of new and renewal participant applications; increased program awareness by other state and local government agencies; establishing ACP processes and policies within those agencies; an increased ability to train Application Assistants across the state; provide 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 addition of permanent 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 participating 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 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 new and renewal 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 (See Table 2). 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. An updated analysis, based on comparable states, indicates that the Address Confidentiality Program requires 3.5 FTE. The Department requests a continuation of the FY 2014-15 appropriation of 3.4 FTE. See Table 1 below.

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

Row	Description	Amount
1	FY 2011-12 Year-End Caseload	1,600
2	FY 2012-13 Year-End Caseload	1,820
3	% Caseload Growth	13.75%
4	FY 2012-13 Year-End Caseload	1,820
5	FY 2013-14 Year-End Caseload	1,944
6	% Caseload Growth	6.8%
7	Two Year Average Growth $((\text{Row } 5/\text{Row } 1)-1)/2$	10.3%
8	Projected FY 2014-15 Caseload	2,287
9	Staffing Ratio for Comparable States (See Table 2)	661
10	FTE Required to Fully Staff ACP Program	3.5
11	Appropriated FTE	2.0
12	Incremental FTE Request	1.4

For the total cost of staffing, the Department based its need on the cost of 1.4 FTE at the Administrative Assistant II level. The Department will only require ongoing operating expenses as the permanent staff will use the same desks as the temporary employees are using. The cost for benefits is already accounted for through the total compensation process.

Table 2: Summary of State-level Address Confidentiality Staffing

State	Staff	Participants	Staffing Ratio
Arizona	2	338	169
California	6.5	2,960	455
Colorado	3	2,078	693
Florida	2.25	1,097	488
Idaho	1	77	77
Kansas	1	253	253
Louisiana	2	31	16
Maine	1	169	169
Minnesota	4	1,736	434
Mississippi	1	25	25
Missouri	2	1,111	556
Montana	1	28	28
Nevada	1	630	630
New Hampshire	1	110	110
New Jersey	2	600	300
New York	1	479	479
North Carolina	1.5	918	612
Oklahoma	1	923	923
Oregon	1	1,612	1,612
Texas	3	1,800	600
Washington	3.5	4,112	1,175
Total	41.8	21,087	505.1
Total (Comparable States)	27.8	18,347	661.2
Average	2.0	1,004.1	505.1
Average (Comparable States)	2.8	1,834.7	661.2

*data updated 8/29/2014

Table 3: Address Confidentiality Program Participation by Fiscal Year*

Fiscal Year:	Actuals					5 Year Avg.	Projected	
	2009-10	2010-11	2011-12	2012-13	2013-14		2014-15	2015-16
Beginning Balance	350	881	1182	1600	1820		1944	2287
New Participants	604	517	712	613	622	614	645	623
Leaving Participants	73	216	294	393	498	295	302	341
Total Active Participants	881	1182	1600	1820	1944		2287	2569

Net New Participants	531	301	418	220	124	319	343	282
----------------------	-----	-----	-----	-----	-----	-----	-----	-----

* Chart reflects updated data as of September 2014, due to revised calculations

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).

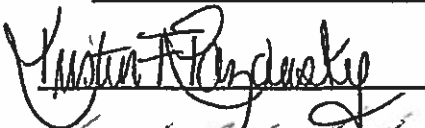

General Fund FTE – New full-time General Fund positions are reflected in FY 2015-16 as 0.9166 FTE to account for the pay-date shift.

Expenditure Detail		FY 2015-16		FY 2016-17	
<i>Personal Services:</i>		FTE		FTE	
	Monthly Salary				
ADMIN ASSISTANT II	\$ 2,644	1.4	44,419	1.4	44,419
PERA			4,509		4,509
AED					
SAED					
Medicare			644		644
STD					
Health-Life-Dental					
Subtotal Personal Services		1.4	\$ 49,572	1.4	\$ 49,572
<i>Operating Expenses</i>					
Regular FTE Operating	500	1.4	700	1.4	700
Telephone Expenses	450	1.4	630	1.4	630
PC, One-Time	1,230	1.4			
Office Furniture, One-Time	3,473	1.4			
Subtotal Operating Expenses			\$ 1,330		\$ 1,330
TOTAL REQUEST		1.4	\$ 50,902	1.4	\$ 50,902
<i>General Fund:</i>			<i>\$ 50,902</i>		<i>50,902</i>
<i>Cash funds:</i>					
<i>Reappropriated Funds:</i>					
<i>Federal Funds:</i>					

Schedule 13
Funding Request for the FY 2015-16 Budget Cycle

Department of Personnel & Administration

Request Title R-02 Private Collection Agency Fees

Depl. Approval By:  Supplemental
 Change Request FY 2015-16
 Base Reduction FY 2015-16
 OSPB Approval By:  Budget Amendment FY 2015-16

Line Item Information	FY 2014-15		FY 2015-16		FY 2016-17
	FY 2014-15 Appropriation	Supplemental Request	Base Request	FY 2015-16 Funding Request	Continuation Amount
Total	\$800,000	\$0	\$800,000	\$78,584	\$78,584
FTE	-	-	-	-	-
Total of All Line Items					
GF	\$0	\$0	\$0	\$0	\$0
CF	\$800,000	\$0	\$800,000	\$78,584	\$78,584
RF	\$0	\$0	\$0	\$0	\$0
FF	\$0	\$0	\$0	\$0	\$0
Total	\$800,000	\$0	\$800,000	\$78,584	\$78,584
05. Division of Accounts and Control - Controller - Private Collection Agency Fees					
CF	\$800,000	\$0	\$800,000	\$78,584	\$78,584

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

Cash or Federal Fund Name and CORE Fund Number: Debt Collection - Fund 604

Reappropriated Funds Source, by Department and Line Item Name:

Approval by OIT? Yes No Not Required:

Schedule 13s from Affected Departments:

Other information:



COLORADO

Department of Personnel
& Administration

Priority: R-02
Private Collection Agency Fees
FY 2015-16 Change Request

Cost and FTE

- The Department of Personnel & Administration is requesting \$78,584 in Cash Fund spending authority for FY 2015-16 and ongoing for its Private Collections Agency Fees line item. The overall request represents a 9.8% increase to the budgeted amount for the Private Collections Agency Fees line item.

Current Program

- Collections Services provides debt collections services to State agencies and political subdivisions through a delegation by the Office of the State Controller.
- The Private Collections Agency Fees line item within Central Collections pays private collections companies the commissions they are due for debt collection on behalf of the State.

Problem or Opportunity

- Central Collections has been sending an increased amount of debt to private collections agencies over the past few years. Because more debt is being collected by private collection agencies, the Department requires an increase in spending authority to provide the companies the commissions due to them.
- The spending authority for this line item was reduced from \$1,105,136 to \$800,000 (net decrease of \$305,136) Cash Funds in FY 2013-14 based upon the historical spending patterns leading up to the request year. This request seeks to restore approximately 25.8 percent of that reduction in spending authority.
- The Department requested an emergency supplemental appropriation at the end of FY 2013-14 to prevent an over-expenditure of this line item. As a result of that request, the Department was granted an additional \$100,000 in spending authority to cover the over-expenditure. Because the emergency supplemental appropriation is temporary, the Department is requesting a permanent change through this request.

Consequences of Problem

- If the request is not approved, the Department will need to reduce the amount of debt sent to private collections agencies for collection. Even then, if collections agencies increase their rate of collection, the Department may have to pay commissions that may still cause an over-expenditure of this line item.

Proposed Solution

- The Department is requesting a permanent increase of \$78,584 in Cash Fund spending authority to address the anticipated need for this line item.
- If this request is approved, the Department projects that it will be able to adequately compensate the private collections agencies for the efforts it puts forward collecting debt on behalf of the State.



COLORADO
 Department of Personnel &
 Administration

FY 2015-16 Funding Request | November 1, 2014

John W. Hickenlooper
 Governor

Kathy Nesbitt
 Executive Director

Department Priority: R-02
Request Detail: Private Collection Agency Fees

Summary of Incremental Funding Change for FY 2015-16	Total Funds	Cash Funds
Private Collection Agency Fees Request	\$78,584	\$78,584

Problem or Opportunity:

The Department of Personnel & Administration is requesting \$78,584 in additional Cash Fund spending authority for its Division of Accounts and Control – Controller, Collections Services, Private Collection Agency Fees line item. The additional spending authority will be used to pay collections agencies that collect debt on behalf of the State. Similar to the emergency supplemental request, this request seeks to restore a spending authority reduction implemented in the FY 2013-14 budget.

The Private Collection Agency Fees line item is used to pay the commissions and fees of private collection agencies that collect debt on behalf of the State pursuant to Section 24-30-202.4 (2), C.R.S. (2014). By statute, debt that Collections Services has had on its books for 180 days must be assigned to private collections agencies. The State can also send debt to private collections agencies in advance of the 180 day deadline. The private collections agencies assume the collection process from the State and are paid on a contingency basis for any amounts they collect from the debtor. Therefore, it is in the State’s best interest to maintain an appropriate level of spending authority to compensate the private collection agencies for their services.

The spending authority for this line item was reduced from \$1,105,136 to \$800,000 (net decrease of \$305,136) Cash Funds in FY 2013-14 based upon the historical spending patterns leading up to the request year. This request seeks to restore approximately 25.8 percent of that reduction in spending authority. Over the past two fiscal years, increased efficiencies in processes have led to Central Collections sending an increased amount of debt to private collections agencies, generating additional spending authority need for this line item. The Department first demonstrated the additional spending authority need when it submitted a 1331 Supplemental in June of 2014 for \$87,344 to compensate private collection agencies for their additional collections. In its recommendation to the committee, JBC staff increased the over-expenditure authority to \$100,000, which was approved.

The Department requested an emergency supplemental appropriation at the end of FY 2013-14 to prevent an over-expenditure of this line item. As a result of that request, the Department was granted an additional

\$100,000 in spending authority to cover the over-expenditure. Because the emergency supplemental appropriation is temporary, the Department is requesting a permanent change through this request.

Proposed Solution:

The Department of Personnel & Administration is requesting an additional appropriation of \$78,584 Cash Fund spending authority for FY 2015-16 and ongoing to address the additional need of the Private Collection Agency Fees line item. The Department's projection represents the average expenditure from this line item for FY 2012-13 and FY 2013-14.

Anticipated Outcomes:

If this request is approved, the Collection's Services program will be able to compensate private third party collections agencies for the work they do on behalf of the State. Because these agencies are able to collect on debt that the State is statutorily required to transfer to them, the associated compensation is a vital component of the State's overall collections efforts.

Assumptions and Calculations:

The amount of funding requested by this decision item is based upon a two-year average of actual expenses. The Department believes that a two-year average is most appropriate due to the number of new offset programs and collections efforts that have increased the amount of debt that is sent to, and therefore collected by, private collection agencies. The following tables provide five years of actual historical expenditures out of the Private Agency Collections Fees line item, as well as the build to the total request.

Table 1: Private Collection Agency Fees by Fiscal Year and Month

Month	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
July	\$63,721	\$68,561	\$50,097	\$55,119	\$76,239
August	\$88,159	\$56,782	\$46,657	\$62,299	\$94,093
September	\$52,798	\$61,125	\$45,922	\$48,475	\$90,087
October	\$54,892	\$51,344	\$46,194	\$67,608	\$60,205
November	\$51,029	\$75,117	\$59,208	\$63,360	\$58,361
December	\$58,131	\$67,136	\$52,667	\$62,083	\$31,535
January	\$59,515	\$79,883	\$50,509	\$87,105	\$73,383
February	\$65,219	\$90,033	\$71,350	\$65,559	\$96,827
March	\$114,091	\$59,974	\$68,771	\$138,066	\$83,121
April	\$61,427	\$59,847	\$95,256	\$89,743	\$62,430
May	\$281,410	\$46,590	\$12,913	\$84,400	\$73,842
June	(\$159,935)	\$59,752	\$75,610	\$68,725	\$64,502
Adjustments	\$0	(\$925)	\$0	\$0	\$0
Total Expenditures	\$790,457	\$775,219	\$675,154	\$892,542	\$864,625

Table 2: Private Agency Collection Fees Recent Expenditures & Request

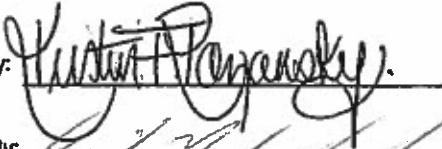

Description	Expense
FY 2012-13	\$892,542
FY 2013-14	\$864,625
<i>Average Fiscal Year Expense</i>	<i>\$878,584</i>
Base Appropriation	\$800,000
FY 2015-16 Estimated Need	\$78,584

Schedule 13

Funding Request for the FY 2015-16 Budget Cycle

Department of Personnel & Administration

Request Title R-03 Statewide Training and Development Program Line Item

Dept. Approval By:  Supplemental
 Change Request FY 2015-16
 Base Reduction FY 2015-16
 OSPB Approval By:  Budget Amendment FY 2015-16

Line Item Information	FY 2014-15		FY 2015-16		FY 2016-17
	FY 2014-15 Appropriation	Supplemental Request	Base Request	FY 2015-16 Funding Request	Continuation Amount
Total	\$680,788	\$0	\$687,081	\$0	\$0
FTE	4.0	-	4.0	-	-
Total of All Line Items	\$0	\$0	\$0	\$0	\$0
GF	\$40,305	\$0	\$40,305	\$0	\$0
CF	\$640,483	\$0	\$646,776	\$0	\$0
RF	\$0	\$0	\$0	\$0	\$0
Total	\$800,246	\$0	\$606,539	\$80,542	\$80,542
FTE	4.0	-	4.0	-	-
02. Division of Human Resources - Training Services - Personal Services	\$33,417	\$0	\$33,417	\$6,888	\$6,888
CF	\$566,829	\$0	\$573,122	\$73,654	\$73,654
RF	\$80,542	\$0	\$80,542	(\$80,542)	(\$80,542)
02. Division of Human Resources - Training Services - Operating Expenses	\$6,888	\$0	\$6,888	(\$6,888)	(\$6,888)
CF	\$73,654	\$0	\$73,654	(\$73,654)	(\$73,654)
RF					

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

Cash or Federal Fund Name and CORE Fund Number: 22Y Professional Development Cash Fund

Reappropriated Funds Source, by Department and Line Item Name:

Approval by OIT? Yes No Not Required:

Schedule 13s from Affected Departments:

Other Information:



COLORADO

Department of Personnel
& Administration

Priority: R-03
Statewide Training and Development
Program Line item
FY 2015-16 Change Request

Cost and FTE

- The Department of Personnel & Administration requests consolidation of the Division of Human Resources operating and personal services line items for the Human Resource Services, Training Services program into a single program line to facilitate business efficiencies in FY 2015-16 and beyond. The proposed adjustment is budget neutral.

Current Program

- The Statewide Training and Development Center provides training courses for state employees on topics such as supervision, project management, leadership, diversity, conflict resolution, business writing, computer skills, change management, customer service, violence prevention, and performance management.
- The Center has been historically funded through a program line item from its inception until it was separated into a personal services and operating line item by H.B. 12-1335 in FY 2012-13.

Problem or Opportunity

- As a result of the constantly changing training needs of the state agencies, the Statewide Training and Development Center must frequently update the courses offered by the Center.
- There is a need to be able to efficiently transition between offering courses taught by different staff and/or vendors. These changes in course offerings require the program to have flexibility in the type of expenditure between operating and personal services.
- Not having that flexibility prevents the Center from meeting the training needs of state agencies and employees. The effectiveness of the program is diminished by the rigidity inherent in the separation of the personal services and operating line item split.
- Realigning spending authority within the Training Services Long Bill group will result in more efficiently executed customer-focused operations. The proposed adjustment will allow the Department to best meet the needs of its customers by offering courses custom tailored to the needs of state employees.

Consequences of Problem

- If this request is not approved, the Department will not be able to adequately meet the fluctuating training needs of state agencies.

Proposed Solution

- The Department is requesting the consolidation of the operating and personal services line items of the Division of Human Resources, Human Resource Services, Training Services program into a single program line totaling \$680,788 (\$40,305 Cash Funds and \$640,483 Reappropriated Funds).
- There is no requested increase to spending authority as a result of this request.



COLORADO
 Department of Personnel &
 Administration

FY 2015-16 Funding Request | November 1, 2014

John W. Hickenlooper
 Governor

Kathy Nesbitt
 Executive Director

Department Priority: R-03
Request Detail: Statewide Training and Development Program Line Item

Summary of Incremental Funding Change for FY 2015-16	Total Funds	General Fund
Statewide Training and Development Program Line Item	\$0	\$0

Problem or Opportunity:

The Department of Personnel & Administration requests consolidation of the operating and personal services line items of the Division of Human Resources, Human Resource Services, Training Services program into a single program line to facilitate business efficiencies in FY 2015-16 and ongoing. The proposed adjustment is budget neutral. The Department is seeking to align its resources in the most efficient manner possible and ensure that services currently being provided reflect actual programmatic implementation.

Pursuant to Section 24-50-122, C.R.S., the Statewide Training and Development Center provides training courses for state employees on topics such as supervision, leadership, diversity, conflict resolution, business writing, computer skills, change management, customer service, violence prevention, and performance management. The Training Program is an effective program because it is able to provide high quality courses tailored to the specific needs of State employees.

The Department's Statewide Training and Development Center, which is identified in the Long Bill as Training Services, has been historically funded through a program line item from its inception until it was separated into a personal services and operating line item by H.B. 12-1335 in FY 2012-13. During JBC Figure Setting for the FY 2012-13 Long Bill, JBC approved the separation of the 2) Division of Human Resources, (A) Human Resource Services, (2) Training Services Long Bill group from a programmatic line item into a separate personal services and operating expense line item.

The effectiveness of the program is diminished by the rigidity inherent in the separation of the personal services and operating line item split. The Center expends personal services dollars primarily on contracts with individuals to offer training. The Center's Operating Expenses appropriation supports the purchase of critical training materials utilized by state employees. Depending on whether a course is offered by an in-house trainer or an external vendor who provides all materials, the Center may need to utilize only funding

for personal services contracts or funding for personal service contracts and printing and/or purchase of materials.

As a result of the constantly changing training needs of the state agencies, the Statewide Training and Development Center must frequently update the courses offered by the Center. As a result, there is a need to be able to efficiently transition between offering courses taught by different staff and/or vendors. These changes in course offerings require the program to have flexibility in the type of expenditure between operating and personal services. Not having that flexibility prevents the Center from meeting the training needs of state agencies and employees.

Proposed Solution:

The Department proposes the consolidation of the two existing Statewide Training and Development Center line items in order to increase the efficiency with which the Center may offer courses to state employees. Demands for different training options change rapidly, and funding through a program line item will facilitate the Centers ability to meet those changing needs.

Anticipated Outcomes:

Realigning spending authority within the Training Services Long Bill group will result in better executed customer-focused operations. The proposed adjustment will allow the Department to best meet the needs of its customers by offering courses custom tailored to the needs of state employees.

Assumptions and Calculations:

This request does not seek additional spending authority. The Department is seeking a consolidation of the personal services and operating lines items of the Statewide Training and Development program line items. The following chart outlines the consolidation request:

Training Services Consolidation Proposal			
		<i>Proposed</i>	
(2) Division of Human Resources, (A) Human Resource Services, (2) Training Services		Training Services	Indirect Cost Assessment
Current	Personal Services	\$ 600,246	\$ -
	Operating	\$ 80,542	\$ -
	Indirect Cost Assessment	\$ -	\$ 27,605
Total*		\$ 680,788	\$ 27,605

* Reflects FY 2014-15 Funding Levels Approved in HB 14-1336