

**DEPARTMENT OF PERSONNEL & ADMINISTRATION**  
January 25, 2011



**PRESENTATION TO:**

**HOUSE ECONOMIC & BUSINESS DEVELOPMENT  
COMMITTEE**

and

**SENATE BUSINESS, LABOR & TECHNOLOGY COMMITTEE**

## **DPA MISSION STATEMENT**

The Department of Personnel & Administration (DPA) provides state government agencies the ability to focus their limited resources towards the efficient and effective delivery of services to the citizens of Colorado. DPA performs a set of core functions including infrastructures, processes, services, guidance and the necessary tools to eliminate redundancy in the facilitation of state government.

**Our Mission Statement reads:** To guide, administer, and support Colorado state government and its employees.

**Our Agency Slogan is:** Good Government Starts Here

**Vision:** To be recognized as the top state personnel and administration organization in the United States.

### **Action Goals:**

- To develop and administer consistent and fair policies and procedures.
- To create positive and empowering work environments.
- To enhance efficiency.
- To provide logistical support and quality, cost-effective services to all agencies and employee of Colorado.
- To be responsive to anyone we service: employee, customer, or partner.
- To provide meaningful education, information, and training.
- To work towards procuring competitive wages, compensation and benefits for all employees.

### **Values:**

- Being Nice, as in...**treating everyone the way I want to be treated.**
- Fun, as in work should be fun, and work should be a fun place to be.
- Humor, laughter, and smiles...all of which make work enjoyable.
- Honesty and Integrity, because the citizens of Colorado expect and deserve nothing less.
- Teamwork, because without it, we are destined to fail.
- Friendships, because it makes for stronger teams.
- Partnerships, they make innovation and meaningful government possible.
- Honor, because we work in the most honorable of all vocations: government service.
- Pride, in self and work, it is the motivation and driving force that defines who we are.
- Efficiency, it makes government responsive.
- Efficacy, it makes government meaningful.
- Mutual Respect, because without it, the rest is meaningless.
- Oh yeah, did I mention FUN!

## **Department Objectives:**

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

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

## **DPA'S ORGANIZATIONAL STRUCTURE AND BUDGET**

In this report you will find more details about each of DPA's different divisions and major programs. I would invite you to get to know more about DPA and the important role we play in the "back office" operations of state government.

In addition to this information you will find four attachments that provide more details on DPA which highlight a few areas which may be of interest to the DPA Committee of Reference.

- Attachment 1 is DPA's FY 2011-12 Strategic Plan, submitted to the Joint Budget Committee on November 1, 2010
- Attachment 2 is an excerpt from DPA's Joint Budget Committee Hearing Responses which highlights DPA's three most and least effective programs and provides some general workforce information.
- Attachment 3 is a presentation made by the State Controller to both the Legislative Audit Committee and the Joint Budget Committee related to Referendum C.
- Attachment 4 lists the Department's budgetary change requests.

## **About the Executive Director's Office**

The Executive Director's Office (EDO) of DPA is headed by Kathy Nesbitt. Appointed by the Governor, the Executive Director also serves as the State Personnel Director. The State Personnel Director is charged by the State Constitution and Statute to make certain rules and set policies that provide both the state workforce and management with structure to operate in a merit system of employment.

The EDO oversees a variety of divisions and programs that provide support for state classified employees and state agencies and institutions of higher education. These include:

- the Division of Central Services,
- the Division of Human Resources,
- the Division of Finance & Procurement,
- the Office of Administrative Courts, and
- the Office of the State Controller.

The Executive Director's Office also directly oversees a number of statewide programs including State Archives and Records Management, the Office of the State Architect, the Colorado State Employees Assistant Program (C-SEAP), and the State Ombuds Program.

Finally, the EDO incorporates various department support units such as Accounting, Budget, and Human Resources. Additionally, the EDO provides administrative support to the State Personnel Board, a constitutionally independent entity which is structurally organized under DPA.

The Department is committed to service our customers, primarily state agencies and state employees, to ensure they are able to serve the citizens of Colorado in the most efficient and effective manner. It is for this reason that DPA's motto is: *"Good Government Starts Here!"*

## **OMBUDS PROGRAM**

The Ombuds Program is located within the Executive Director's Office and provides informal and informed assistance with work-related issues or disputes for all Colorado government classified staff in state agencies and institutions of higher education. The Program provides an alternative communication channel and conflict resolution resource outside traditional interaction with a department's human resources office. The Program was created so employees receive impartial attention without fear of reprisal, retaliation or loss of privacy.

### **Ombuds Program Quick Facts:**

- **Independent** – The Ombuds position reports directly to the Executive Director of DPA and is not part of any other agency, department or group in state government. The Ombuds does not make management decisions and cannot compel anyone to take a particular course of action.
- **Informal** – The Ombuds position functions as an informal, off-the-record resource in pursuing resolution of individual concerns, as well as broader systemic problems when appropriate.
- **Neutral** – This position is a commitment to fairness. The Ombuds advocates for a fair and equitable process and considers the legitimate concerns of all individuals affected by the matter under consideration. The Ombuds officially represents no one and considers everyone equally within an organization.
- **Confidential** – The Ombuds holds all communication with those seeking assistance in strict confidence. The only exception to this privilege is when there appears to be the imminent risk of harm to another person or property, or if the party provides permission to share information.

### **The Ombuds Does Not:**

- Participate in any formal investigative or adjudicative procedures, or keep any formal records.
- Receive formal notice on behalf of the State for complaints such as sexual harassment or discrimination.
- Replace any formal dispute channels or make policies.
- Make any legally-binding decisions or adjudicate matters on behalf of the State.

## **COLORADO STATE EMPLOYEE ASSISTANCE PROGRAM**

The Colorado State Employee Assistance Program (C-SEAP) is structured organizationally under the Executive Director's Office and is a professional assessment, referral, and short-term counseling service offered to state employees with work-related or personal concerns, as well as a consultation and organizational development resource for supervisors and managers. The presence of C-SEAP reflects the State's commitment to improving the quality of life for its entire workforce.

### **C-SEAP Quick Facts:**

#### **Confidential Counseling & Urgent Intervention**

A workplace crisis – urgent or not - may leave employees and supervisors shaken, distressed, and demoralized. Confidential, cost free counseling and coaching are available for all active state employees.

#### **Manager and Supervisory Consultation**

For managers and supervisors, C-SEAP is here when you need an objective resource. Our counselors will assist in finding potential solutions, strategies, and additional resources. C-SEAP also offers coaching for managers and supervisors, a service designed to help improve performance, reduce turnover, reach business goals, and enhance quality of life.

#### **Conflict Resolution**

Interpersonal conflict is frequent in most workplaces. C-SEAP can help with mediation, group facilitation, and other interventions. Our goal is to promote a safe and healthy working environment while building and strengthening relationships between state employees. C-SEAP also administers the State Employees Mediation Program (SEMP). SEMP provides a collaborative, non-adversarial method of resolving workplace disputes, which can be used as an alternative to, or in conjunction with, the grievance process and/or corrective and disciplinary processes.

#### **Workplace & Domestic Violence Risk Reduction**

Workplace violence, including domestic violence and the workplace, has become a crucial area of concern. Workplace violence risk can be identified and reduced, increasing morale, and productivity. C-SEAP can assist with emergency financial assistance, risk training, threat assessment training, manager and supervisor consultation, policy development and urgent intervention.

#### **Workshops and Training**

C-SEAP provides customized workshops, and training classes. C-SEAP can schedule interactive sessions at your jobsite during normal business hours, conduct "brown bag" lunch presentations, or provide longer more detailed programs on interpersonal and psychological factors in the workplace. Sample titles include: Anger Education, Bullying Awareness and Prevention, Coping with Stress, Dealing with Difficult People and How to Manage Change.

## **STATE ARCHITECT**

The Office of the State Architect (OSA) is located within the Executive Director's Office of DPA and provides a variety of construction and real administrative services for all Colorado state agencies and institutions of higher education including:

### **Design & Construction:**

- Advocates for all state agencies and institutions of higher education in front of the Legislature for capital construction and controlled maintenance annual funding needs.
- Recommends an annual prioritized budget for controlled maintenance for state owned, general funded real estate assets to the Capital Development Committee.
- Oversees the administration of all appropriated capital construction and controlled maintenance projects including providing technical assistance and training.
- Provides emergency funding on an "as needed" basis for immediate life/safety or loss-of-use of facility situations for all general funded facilities.
- Manages the Capitol Dome Restoration capital construction project.
- Facilitates energy performance contracting that aids the "Greening of Government" initiative.

### **Real Estate:**

- Negotiates on behalf of the Governor all leases and right-of-way agreements for the most favorable terms and competitive rates.
- Provides tenant brokerage services for all state agencies and institutions of higher education.

### **OSA Quick Facts:**

- Establishes controlled maintenance budget for all general funded facilities - \$62.3 million recommended for FY 2011-12.
- Oversees capital construction/controlled maintenance projects - \$300 to,\$500 million annually.
- Manages emergency facility funding - \$2 million annually.
- Facilitates energy performance contracting - \$96.7 million to date.
- Tracks over 400 lease agreements.

## **STATE ARCHIVES**

State Archives is located within the Executive Director's Office of DPA and is the official repository for important documentary information from all branches of Colorado government. While many people think only of the Colorado Historical Society as a resource for Colorado history, State Archives, in addition to retaining routine documentary records of state agencies, also records and maintains all legislative proceedings for future legal reference, documents the activities of the Governor's Office, maintains records on state-owned property and buildings and logs documents important to the State's history such as the original State Constitution – just to name a few. The documents are public records and can be accessed at the State Archives Office; many can be viewed and reproduced on-line.

Additionally, State Archives is statutorily charged with providing records management services to state agencies and political subdivisions. This effort is designed to provide direction to agencies in how long their records are to be retained and when they can be disposed.

Limited resources available to State Archives require its offices remain closed to the public every Wednesday.

### **State Archives Quick Facts:**

State Archives preserves, is responsible for and provides:

- Legal and historic documents dating back to territorial days before Colorado was admitted to the union as a State.
- Legislative records, documenting intent, that assist the entire legal community.
- Important Governor's Office and state agency records.
- Records management guidance and approval to over 2,000 state and local government agencies.
- Two physical storage locations in Colorado.
- Educational research services to the public schools.
- Historic and genealogical research resources.

## **DIVISION OF HUMAN RESOURCES**

The Division of Human Resources (DHR), as delegated by the State Personnel Director, oversees the administration of the State Personnel System. This includes compensation, benefits, risk management, workforce planning and development and data analysis. DHR believes the success of state government begins and ends with people and the customer service they deliver to every stakeholder in the State.

### **DHR Quick Facts:**

DHR can assist and provide guidance with a variety of questions for individual employees as well as human resource professionals; the areas include:

#### **State Employee Workforce Planning & Development**

- Staffing systems
- Consulting services
- Training

#### **State Employee Total Compensation Package**

- Salary structure and administration
- Medical, life & dental , disability, and flexible spending account benefits
- Leave

#### **Business Risk Management and Loss Control**

- Liability
- Property
- Workers' Compensation

#### **Data Analytics on the State Workforce**

- Workforce statistics
- Analysis of personnel management information

## **STATE PERSONNEL BOARD**

The State Personnel Board (SPB) consists of five members, three appointed by the Governor and two elected by state employees, who make rules governing the State Personnel System and hear appeals by applicants and employees in the classified personnel system.

The SPB is charged with overseeing the State Personnel System, guided by the Constitution, Statute and Rule, and hears disputes between employees/applicants and management to ensure that selection, promotion and discipline within the State Personnel System is executed fairly based on merit rather than patronage.

The SPB and the State Personnel Director (who is also the Executive Director of DPA) serve distinctly different functions. While both are administratively located within DPA, there is purposefully “structural tension” between the two created by the State Constitution and Statute. The SPB promulgates Personnel Rules and sets overall policy for the Personnel System; the State Personnel Director promulgates Personnel Rules and oversees administering the Personnel System through the Division of Human Resources. These rules are “blended” to provide guidance for the system while allowing for a balance between sound management principles and management’s need for flexibility.

### **SPB Quick Facts:**

- Five member board; three appointed by Governor and two elected by state employees.
- No board members can be a current state employee.
- The SPB holds monthly meetings in Denver and in outlying communities as required by law.
- SPB’s administrative law judges hold hearings on appeals regarding grievances and discipline.
- Board handles requests from agencies for waivers from the constitutional residency requirements for state positions.
- The SPB has a settlement program which is free to any party appearing before the Board.
- Free training is available for agencies and employee groups regarding discipline and the grievance process.

## **DIVISION OF CENTRAL SERVICES**

Focused on creating economies of scale, cultivating strong and sustainable partnerships, and emphasizing quality, the mission of the Division of Central Services (DCS) is to promote the highest possible value for customers, support the most effective use of state government resources and tax dollars, and earn our reputation as Colorado government's *"First Choice for Service."*

The Division exists to provide centralized business support services at competitive pricing to state agencies. Agencies within the seven-county Denver metropolitan area (El Paso County, Pueblo County, and other areas within the State where DCS provides services) are required to use DCS services, except where a waiver is provided. All state agencies, except institutions of higher education as allowed under law are required to participate in the State Fleet Management program.

### **Integrated Document Solutions (IDS)**

From design and print to imaging, mail and delivery, IDS partners with state agencies to deliver creative, cost effective solutions for every stage of a document's life. The IDS approach is to help state and participating local agencies do business better and faster by taking advantage of 21<sup>st</sup> century technology to meet and exceed customer expectations. In FY 2008, the last cost savings report completed, IDS documented savings of over \$3.8 million as compared to private sector rates. Services include:

- Consulting and Project Management
- Custom solutions for online and automated business applications
- Graphic design and layout
- Copier Program management
- Data entry and document imaging
- Digital and Off-set printing
- Online document and data storage and retrieval (Electronic Data Warehouse)
- Copying and binding
- Mail security, processing and delivery
- Courier Services

### **State Travel Management Program**

STMP offers value-added, travel-related programs and resources to state and participating local agencies. The Program manages the travel card program and negotiates contracts and pricing agreements for airlines, vehicle rentals, hotels, and travel agencies. STMP provides benefits not available anywhere else including free luggage insurance and Collision Damage Waiver on vehicle rentals. STMP has documented savings of \$1.8 million per year, as compared to private sector rates.

### **Capitol Complex (Property Management Services)**

Supporting state agencies within the Denver metropolitan area and Grand Junction, the Capitol Complex group offers full service facility management within 18 core state buildings, including the State Capitol, Governor's Residence, State Services Building, Human Services Building and many other office complexes saving Colorado agencies an estimated \$11.0 million per year. The

group also provides the public with special event permits and information resources. Services include:

- Full Service Building Management
- State Employee Parking
- Building Access and Security
- Energy Efficiency and Recycling Programs
- Public Event Permits
- State Telephone Operators

### **State Fleet Management (SFM)**

Managing the State's current and future vehicle needs, SFM is driving change for Colorado through efficiency and innovation. SFM supports the State's fleet of approximately 6,000 light duty vehicles throughout the life cycle of the vehicle. The Program provides extensive support to agencies in complying with the State of Colorado and provides annualized savings of nearly \$4.3 million as compared to private sector rates.

- Vehicle acquisition and disposal, including management of vehicle auctions
- Authorization for maintenance and repairs, including glass and tires
- Fuel card management
- SFM Greening initiatives including alternative fuel research and fueling sites
- Monitoring of the Governor's "25 in 5" petroleum reduction initiative
- Vehicle rentals and Motor Pool

## **OFFICE OF THE STATE CONTROLLER**

The Office of the State Controller (OSC) is a support-oriented organization assisting state agencies in complying with fiscal laws, rules, regulations and generally accepted accounting principles. The OSC applies its financial expertise through the design of statewide processes that result in innovative solutions that add value, maximize performance and improve results in a measurable, accountable and responsible manner.

### **OSC Quick Facts:**

The OSC:

- Provides statewide guidance and oversight for American Recovery and Reinvestment Act (ARRA) contracting and reporting.
- Manages statewide budgetary controls.
- Promulgates State Fiscal Rules.
- Issues statewide financial reports – For the last 13 consecutive years, the OSC's Comprehensive Annual Financial Report has received the Government Finance Officers Association's Certificate of Achievement for Excellence in financial reporting.
- Generates on-line management reports through the Financial Data Warehouse.
- Manages the State Recovery Audit Program.
- Manages the State's contract process that includes more than 32,000 contracts per year.
- Manages central payroll and tax accounting for more than 34,000 state employees that resulted in approximately 37,000 W-2's for 2010.
- Manages the State's vendor file tracking more than 140,000 vendors.
- Monitors the fraud reporting hotline and quality assurance.
- Prepares all statewide indirect cost allocation reports.
- Prepares the State Taxpayer Accountability Report (STAR) in cooperation with the Governor and State Treasurer.
- Provides contracting and financial training to state agencies.

## **DIVISION OF FINANCE & PROCUREMENT**

The Division of Finance and Procurement is responsible for centralized purchasing and collections for agencies across state government. By consolidating the State's purchasing power, and fairly pursuing debts rightfully owed the State, the Division of Finance & Procurement maximizes efficiencies and "economies of scale" that otherwise would be lost to taxpayers.

### **State Purchasing Office Quick Facts:**

- Manages statewide Procurement authority and oversight through agency delegations;
- Performs solicitation of all acquisitions over \$150,000 for the 11 agencies with less than full delegated purchasing authority;
- Hears and determines all Group I agency bid protests and appeals and all appeals from Group II agencies;
- Provides consultation services to state and local agencies on complex procurement issues;
- Provides statewide guidance and oversight for American Recovery and Reinvestment Act (ARRA) procurements;
- Provides solicitation and administration of the nearly 300 state price agreements which are competitively awarded fixed price contracts for commonly used goods and services -- any state, local government or political subdivision, as well as certain nonprofit organizations may purchase from these contracts and state price agreements offer discounted prices that are generally 10-40% below retail;
- Manages the on-line solicitation publication system (BIDS) for all statewide competitive procurements;
- Promulgates the State's Procurement Rules (other than bridge and highway construction) and generally establishes policy relating to public procurement;
- Performs rulemaking- required annually for procurement related legislation;
- Administers procurement card program;
- Administers small business and women and minority owned business development program;
- Conducts statewide training in public procurement.

In addition, the State Purchasing Office is currently in the process of developing and implementing the State's E-procurement program.

### **Central Collections Quick Facts:**

Central Collection Services utilizes collection tools including:

- ***Tax Offset and Vendor Offset*** – In conjunction with the Department of Revenue, we can offset debtor income tax refunds to repay debts owed to the State and through the State central accounting system.

- **Wage and Employment History** – As a state agency, we have access to the Colorado Department of Labor & Employment's wage and employment history database. This assists us with finding debtors at their place of employment, as well as building a financial picture of the debtor's ability to pay.
- **Skip Tracing** – In addition to location of employment, Central Collections uses cross reference directories to locate debtors that have moved and left no forwarding address.
- **Credit Bureau Reporting and Referencing** – All accounts received are given a 30 day “window of opportunity” to pay in full. If this does not occur, then the account is reported to both Experian and TransUnion credit bureaus.
- **Demand for Payment Letter Series** – Our demand for payment letters are carried on our government stationery which has proven to be a very effective and powerful tool in the collection of state and political subdivision debts. As with receiving notices from the IRS, receiving notices from the State of Colorado brings immediate attention from the debtor in receipt of our notice.
- **Aggressive Phone Collection** – In concert with our letter series, is phone contact with all debtors by our collection staff. Our collection staff brings a collective experience of over 80 years of work in this industry.
- **Litigation** – For accounts that refuse to pay, litigation will be utilized.
- **Active Collection Accounts** - The volume of collection accounts fluctuates throughout the year with an average volume of 46,511 accounts per year over the last six years.
- **Business Process Improvements** - CCS has made significant changes to business processes such as reengineering of debtor notices to encourage payment agreements; realignment of Collectors' duties to ensure full utilization of all collection tools; and on-line acceptance of debtor credit card or ACH check payments.
- Recoveries - Despite the economic downturn, collection recoveries have increased year to year over the last four years as follows:

FY 2006-07 - \$12,644,684  
 FY 2007-08 - \$13,732,284

FY 2008-09 - \$14,710,345  
 FY 2009-10 - \$15,741,950

## **OFFICE OF ADMINISTRATIVE COURTS**

The Office of Administrative Courts (OAC) is Colorado's centralized administrative court system within the Executive Branch. In 1976 Colorado became the third state to adopt such a system; to date half of the states in the country have adopted similar systems. The central panel system provides litigants with highly trained, ethical and independent decision makers, and allows for quick and efficient resolution of administrative disputes in a cost effective manner for litigants and the taxpayers of Colorado.

In addition to hearing such matters as workers' compensation, human services, professional licensing disputes, and campaign finance cases, the OAC provides settlement conferences and mediation services that increase judicial economy within the system. Between 80 to 90 percent of all mediated disputes that come before the OAC are resolved successfully without the need for escalation to hearing.

### **OAC Quick Facts:**

- Opens more than 9,000 cases per year.
- Holds approximately 3,000 hearings per year.
- Issues approximately 12,500 orders per year.
- Provides hearings for 50 state agencies in most of the executive branch departments, such as Department of Regulatory Agencies (licensing actions) and the Department of Human Services (benefits cases). The OAC also provides hearings for elected officials, such as the Secretary of State counties and other entities. Ninety percent of all OAC cases involve just three state agencies: the Department of Health Care Policy and Financing (Medicaid), the Department of Labor and Employment Division of Workers' Compensation (disability benefits), and the Department of Human Services.
- Conducts hearings locally – not just in the Denver headquarters location – in cities across Colorado such as Alamosa, Colorado Springs, Durango, Greeley, Glenwood Springs, Pueblo, Grand Junction and Loveland.

## **LEGISLATIVE INITIATIVE FOR 2011 SESSION**

### DPA Administrative Cleanup Bill

The general purpose of the DPA Administrative Cleanup bill is to amend Department of Personnel (DPA) statutes to reduce costs, create governmental efficiencies, to remove obsolete references, to enable efficient implementation of existing statutes and to clarify statutory program responsibilities. Below is a list of important measures contained in the bill.

- Reduce overtime cost for essential employees by calculating overtime pay consistent with other state employees.
- Remove statutory restriction to allow for proration of state contributions for medical and dental benefits to part-time employees.
- Amend the audit recovery statute to allow recovery of all sources of general fund payments and to provide continuous appropriation of a portion of the funds recovered to pay vendor success fee.
- Authorize affiliate local government and higher education institution participation in the P-card program to increase payment volume and the rebate rate for all state government P-card users.
- Amend employee incentive program to identify cost savings by including DPA employees in the program and creating agency promotion of the program.
- Consolidate the E-procurement program and the BIDS systems and funds to improve efficiency.
- Codify the Office of State Controller program to review debt issuance and post issuance compliance contained in the Long Bill.
- Amend the statutory real property appraisal requirements for real estate purchase contracts over \$100,000 to follow standard commercial real estate practice.
- Amend statute for dependent coverage to comply with the Affordable Care Act.
- Provide for continuous spending authority for Fallen Heroes Memorial Commission Fund, for the workers' compensation fund premiums line to avoid delays in claims payments and to make workers' compensation consistent with the other two risk management programs: property and liability, and for the Professional Development Center Cash Fund so no agency employee will be denied training paid with agency appropriated funds.

Intercept Lottery and Gaming Winning to Pay State Debts

**DEPARTMENT OF PERSONNEL  
&  
ADMINISTRATION**



**DPA**

**FY 2011-12 STRATEGIC PLAN**

**NOVEMBER 1, 2010**

## Introduction

The Department of Personnel & Administration (DPA) provides the human resources, information, tools, resources and materials needed for Colorado state government to function. The Department provides the business center for the rest of state government. The programs and services provided by the Department are vitally important to the efficient and effective operation of state government. The Executive Director's Office (EDO) provides the Department with operational management and direction, policy formulation and core internal functions in the areas of communications and legislative relations, financial services, and human resources. In addition, as a result of the Department realignment of FY 2009-10, the Executive Director's Office also houses the Colorado State Employee Assistance Program; the State Ombudsman; the Office of the State Architect which includes the Real Estate Services Program, coordination of capital construction & controlled maintenance requests and building lease review; the Colorado State Archives office, and other special purpose programs.

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

In FY 2009-10, the Constitutionally Independent Entities long bill group contained the State Personnel Board as well as the Independent Ethics Commission. However, with the passage of HB 10-1404, the Independent Ethics Commission was moved out of the Department of Personnel and Administration and into the Judicial Department. The State Personnel Board (SPB) makes rules governing the State Personnel System and hears appeals by applicants and employees in the state personnel system. The Board's mission is to resolve disputes involving state employees and agencies in a manner that is fair, efficient, and understandable for all parties in order to establish policies and rules that protect and recognize merit as the basis for state employment while balancing management's need for discretion and flexibility. Furthermore, the Board is charged with providing guidance in achieving and maintaining a sound, comprehensive, and uniform system of human resource management through rules, decisions, communication, and training.

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

The Division of Accounts and Control - Controller (DACC) includes the State Controllers Office (SCO), which manages the financial affairs of the State and its departments primarily through the Colorado Financial Reporting System (COFRS). This includes statewide financial

reporting, policy and procedural guidance, contract management, central payroll functions, vendor file management, warrant distribution, and the development of a statewide indirect cost allocation plan. The Division also includes the State Purchasing Office (SPO) which includes the management of statewide centralized procurement including the promulgation of the State's procurement rules; management of the BIDS electronic vendor notification system; procurement education and oversight; procurement and administration of statewide price agreements; conducting procurement services for non-delegated agencies; and appeals authority for bid protests. In addition, the Division includes Collections Services, which is statutorily responsible for providing debt collection services to State agencies and political subdivisions.

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

<b>Statutory Authority</b>
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The statutory authority for the Colorado Department of Personnel and Administration is found in Title 24, Section 50.3-105, Colorado Revised Statutes.

**Personnel and Administration FY 2010-11  
Summary of Funding:**

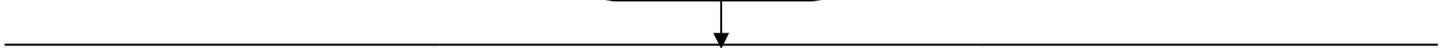
Total Funds:	\$172,205,054
General Fund:	\$5,476,140
Cash Funds:	\$9,579,235
Reappropriated Funds:	\$157,149,679
FTE:	391.3

**Executive Director's Office**  
**Richard Gonzales**  
**Executive Director**  
**Jennifer Okes**  
**Deputy Executive Director**

\$14,590,774 TF  
 \$3,537,916 GF  
 \$926,542 CF  
 \$10,126,316 RF  
 42.5 FTE

**State Personnel Board**  
**Kristin Rozansky**  
**Director**

\$518,338 TF  
 \$497,694 GF  
 \$1,166 CF  
 \$19,478 RF  
 4.8 FTE



**Division of Human Resources**  
**Guy Mellor**  
**Director**

\$60,964,076 TF  
 \$2,738,536 CF  
 \$58,225,540 RF  
 39.2 FTE

**Division of Central Services**  
**Scott Madsen**  
**Director**

\$84,579,063 TF  
 \$156,018 GF  
 \$42,899 CF  
 \$84,380,146 RF  
 192.8 FTE

**Division of Accounts and Control – Controller**  
**David McDermott**  
**State Controller**  
**Adrienne Benavidez**  
**Director**

\$7,915,885 TF  
 \$1,284,512 GF  
 \$5,842,831 CF  
 \$788,542 RF  
 72.0 FTE

**Office of Administrative Courts**  
**Matthew Azer**  
**Chief Judge**  
**Director**

\$3,636,918 TF  
 \$27,261 CF  
 \$3,609,657 RF  
 40.0 FTE

**DIVISION LEVEL OBJECTIVES AND PERFORMANCE MEASURES**

**Executive Director’s Office (EDO)**

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase the total number of Departments visited by Executive and/or Deputy Executive Directors per year.	Benchmark	N/A	4	5	6
	Actual	3	15	TBD	TBD

Strategies: The Department modified it’s approach to the executive level outreach during FY 2009-10. Originally, the Department intended to outreach to departments on a global level addressing all of the service offerings at a single meeting. Given staffing and workload issues both throughout state government, the Department determined that such an approach may not be the most effective use of management’s time. Therefore, in FY 2009-10, the Department’s executive level outreach was more targeted on an issue by issue basis. This modified approach allowed the Department to have more outreach to agencies with a higher level of impact as issues were addressed on a targeted and timely basis.

Evaluation: As this performance measure is still relatively new and was recently adjusted, overall evaluation of success may still be somewhat premature. However, the Department sees the greater value in the new targeted approach.

**Objective: Increase employee outreach with statewide Town Hall meetings in order to encourage employee interaction with the Departments' Executive Office.**

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase the number of town hall meetings conducted in each quadrant of the State by two town halls per year.	Benchmark	N/A	17	19	21
	Actual	15	9	TBD	TBD

Strategies: The Department reduced the number of town halls statewide as a result of budgetary restrictions which resulted in significant reductions in travel expenditures. As a result, the Department focused on video-conferencing town halls and local symposium which were available via streaming video over the Internet. While the lack of face to face interaction may be less desirable in some ways, the efficiency of such communication tools in reaching more individuals at a lower cost and time commitment is valuable. In addition to these more general town hall meetings and presentations, DPA actively participated in outreach to state employees on three separate topics: Total Compensation, Benefits, and Workplace Issues. These meetings allowed the exchange of a great deal of information and perspective on the topic areas which was invaluable in formulating the total compensation recommendation, the medical and dental plans, and upcoming rule making.

Evaluation: As this performance measure is still relatively new and was recently adjusted, overall evaluation of success may still be somewhat premature. However, the Department sees the value in the new approach utilizing technology.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase number of visits and dissemination of information regarding the Ombuds Program with State agencies and employees yearly by 10%.	Benchmark	N/A	97	N/A	N/A
	Actual	88	60	N/A	N/A

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

Evaluation: The increased employee contacts and caseload for the fiscal year (1826 vs. 1710 for FY 2008-09, a 6.35% increase) and the increase of facilitated conversations as a conflict resolution tool limited the outreach efforts in FY 2009-10. The State Ombudsman completed introductions of the Ombuds Program to employees in all agencies listed except Agriculture and Military and Veterans Affairs. Due to budget constraints on travel, the State Ombudsman did not tour Department of Corrections' facilities around the state. On an ongoing basis, the Department believes that the performance measure is outdated and does not provide an accurate representation of the overall effectiveness of the Ombuds program.

**Objective: Enhance the Value of the Ombuds Program through the Collection of Survey Information**

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Maintain the average overall rating of the Ombuds Program based on respondent evaluation at or below a value of 2.0 (a rating of 1.0 indicates strong agreement or satisfaction and 5.0 indicates strong disagreement or dissatisfaction)	Benchmark	N/A	N/A	2.0	2.0
	Actual	N/A	N/A	TBD	TBD

Strategies: This performance measure is new for the FY 2010-10 budget year. The Ombuds program will begin to survey willing respondents on an ongoing basis to determine overall satisfaction.

Evaluation: This performance measure is new for this request year, therefore no information is available at this time.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase percentage of programs evaluated for structure and function to 100% in five years.	Benchmark	N/A	25.0%	37.5%	50.0%
	Actual	12.5%	31.3%	TBD	TBD

Strategies: The Department was successful in evaluating and aligning many of its programs for optimal function in FY 2009-10 for FY 2010-11. Going forward, the Department will evaluate its success in meeting this goal after it has evaluated 100% of the 32 offices, units, and programs within the six divisions.

Evaluation: In FY 2009-10, the Department was able to evaluate the organizational structure and function of six additional work units. These include the Architect’s Office, Data & Analytics, Work Force Planning and Development, Accounting, Government and Public Relations, and HIPAA compliance offices. In the prior fiscal year, the Department evaluated four of the programs within its structure, including Colorado State Employee Assistance Program, State Archives, the State Controller’s Office, and the State Procurement Office. This fiscal year, the Department is seeking to realign its FTE authority for optimum utilization with the submission of a budget-neutral decision item request.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase total number of contacts of interested or affected groups by ten each year, including, but not limited to, military, veteran groups, schools, advocacy and community outreach groups.	Benchmark	N/A	10	N/A	N/A
	Actual	0	N/A	N/A	N/A

Strategies: The Director of Government and Public Relations was created in FY 2007-08, partly to perform outreach in order to begin improving representation of underrepresented groups in State government.

Evaluation: As part of the Department's budget reduction plan for FY 2009-10, this position was eliminated. The Department did not have the resources necessary to perform this outreach activity. The Department does not anticipate being able to perform this activity in the foreseeable future.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Maintain level of reported benefit from <u>direct employee consultations</u> by maintaining the percentage of respondents to a client survey who reported that services had positive impact.	Benchmark	95%	95%	95%	95%
	Actual	98%	99%	TBD	TBD

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

Evaluation: The Colorado State Employees Assistance Program was able to follow its strategies and meet and exceed its performance measure for FY 2009-10.

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Maintain level of reported benefit from <u>workplace consultations with managers</u> by maintaining the percentage of respondents to a client survey who reported that services had positive impact.	Benchmark	95%	95%	95%	95%
	Actual	100%	100%	TBD	TBD

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

Evaluation: The Colorado State Employees Assistance Program was able to follow its strategies and meet and exceed its performance measure for FY 2009-10.

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase level of reported benefit from <u>auxiliary services (i.e. training, mediation, facilitation, trauma, and crisis intervention)</u> by maintaining the percentage of respondents to a client survey who reported that services had positive impact.	Benchmark	95%	95%	95%	95%
	Actual	99%	98%	TBD	TBD

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

Evaluation: The Colorado State Employee Assistance Program met or exceeded all outcome/benchmark goals this year for direct employee counseling, workplace consultations, and auxiliary services. All strategies were followed, and survey results clearly indicate that employees and managers were highly satisfied with services provided by the program.

## Division of Human Resources

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Minimize the number of workers' compensation claims, relative to the total workforce by decreasing total number of claims/100 employees by 2.5% each year.	Benchmark	8.21 claims/100 employees	8.00 claims/100 employees	7.80 claims/100 employees	7.80 claims/100 employees
	Actual	8.61 claims/100 employees	7.97 claims/100 employees	TBD	TBD

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Minimize the total cost of workers' compensation claims, relative to the total workforce by decreasing total incurred dollars/\$100 of payroll by 2.5% each year.	Benchmark	\$1.18 incurred cost/\$100 of payroll	\$1.15 incurred cost/\$100 of payroll	\$1.12 incurred cost/\$100 of payroll	\$1.10 incurred cost /\$100 of payroll
	Actual	\$1.00 incurred cost/\$100 of payroll	\$1.44 incurred cost/\$100 of payroll	TBD	TBD

\*Note: The Division of Human Resources corrected the calculation of the incurred costs in FY 2009-10. While the Division cannot retrospectively calculate this rate, the Department is certain the increase in the incurred cost is not as large as presented here.

Strategies: Historically, five departments, Human Services, Corrections, Transportation, Public Safety and the Judicial Branch experience approximately 70 percent of all workers' compensation losses. These are paid for through the State self-insured Worker's Compensation Benefits program. On October 5<sup>th</sup>, 2007 the State Office of Risk Management launched a six prong loss control/safety pilot program initiative known as "It's a New Day". The program focuses on the five departments to comprehensively develop and reinforce safety programs and Workers' Compensation costs. The two year pilot produced reductions in both the number and cost of claims in the six participating agencies. In October 2010, the program was rolled out to all remaining agencies and institutions of higher education. The continued success of the Program will be benchmarked and closely monitored.

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

Other initiatives designed to reduce the frequency and severity of workers' compensation losses include the use of professional consulting. The professional consulting includes the development of agency specific loss control programs, claims management, and assistance in the Return-to-Work Program. In addition, the Office will continue to offer hands-on work station ergonomic assessment services. Finally, the Office will pursue the development and integration of risk management data system tools. These will be used by departments to more effectively integrate and manage Worker's Compensation claims, loss exposures and related safety/risk management processes.

The State Office of Risk Management has also initiated a pilot program for the use of pre-employment functional capacity and pre-employment physical examinations. Currently, the pilots include the Department of Transportation, Department of Public Safety, and the Department of Corrections. The goal is to identify positions where there are clear physical requirements to fulfill the minimum requirements of the position and provide pre-employment testing to avoid hiring employees that cannot safely perform job duties, thus avoiding injury.

Evaluation: The Division did not achieve its benchmark for minimizing the cost of claims. The Department feels that this can be attributed to a correction in the manner in which incurred costs were calculated. A mistake in how the Risk Management Information System (RMIS) calculated incurred cost was discovered during FY 2009-10. The mistake was corrected, however it impossible to go back and correct prior years. It does appear that the incurred cost was understated in past years. However, the Division was successful in minimizing the total number of claims.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase the percentage of resolved findings of deviations from State Statutes, Rules, or best practice.	Benchmark	N/A	Number of findings and % resolved	70% Resolution (100 Findings)	75% Resolution (100 Findings)
	Actual	N/A	61% Resolution (94 Findings)	TBD	TBD

Strategies: C.R.S. 24-50-101(3)(d) establishes that the heads of principal departments and presidents of colleges and universities are responsible and accountable for the actual operation and management of the state personnel system for their respective departments. The operation and management of the state personnel system must be in accordance with the directives promulgated by the state personnel director. This oversight is critical in the state's decentralized environment to ensure the integrity of the state personnel system. The Consulting Services Unit performs the oversight activities through contact with department and institution human resources personnel primarily by auditing, investigating complaints, consulting on application of rules and system requirements or standards, researching and recommending outcomes on appeals and disputes. As issues are identified, the Consulting Services Unit determines suitable risk-based

remedies, e.g. technical assistance documents, training programs, rule revisions, to address and eliminate deviations from system standards and requirements.

In FY 2002-03, the approach to conducting audits included identifying criteria, collecting and analyzing data from every department and institution, presenting findings to each individual department, and monitoring the departments' progress to implementing revised practices. Under this methodology, it took multiple years to complete an audit cycle on a narrow set of topics and the findings were addressed individually rather than systemically. Beginning in FY 2007-08, the approach to conducting audits changed with the first audit of selection practices in over ten years. A sample of five departments was chosen to be audited on a shortened cycle. Common issues were identified in the audits that were present across all five departments. These issues were addressed immediately by developing several process workshops and training classes to address the findings and publishing revised written technical guidance documents. This approach provides the opportunity to resolve issues on a broader scale with the expectation that as additional departments are audited on selection practices in the future, the new practices are being used and that particular issue eliminated. This approach provides the opportunity for broader system oversight with the staff resources available.

Evaluation: The ability of the Division of Human Resources to make findings is a function of the staff that can be committed to ad hoc audits, consultation with agencies, and the number of Appeals and Directors' Review processed. The Division of Human Resource's primary goal is to resolve findings cooperatively with the agencies. The Division also provides the agencies technical assistance, training, rule changes. If these efforts do not result in resolution of the issue, the Director may overturn an agency decision through the Appeals Process or through the Delegation Agreement.

**Objective: Increase development opportunities for the workforce through training.**

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase percentage of state employees receiving training by 3%.	Benchmark	N/A	11.6%	14.6%	17.6%
	Actual	8.6%	9.0%	TBD	TBD

Strategies: Per C.R.S. 24-50-122, the State personnel director is charged with establishing and maintaining training programs for employees in the state personnel system. Included in this responsibility is recommending the most economical and effective means of meeting training needs and assessing the effectiveness of the training provided. The centralized training program currently lacks the resources to provide comprehensive training to a workforce of approximately 31,000 employees. Total program resources (cash funded spending authority) are currently at \$268,000 or an \$8.65 central investment per employee. The Division is exploring the implementation of web based training in the areas of Diversity, Sexual Harassment, Workplace Violence Prevention, and Drug Free Workplace. These are areas of high employment risk and there should be on-going training for the entire workforce. In addition the Division is developing on-site programs for delivery outside the Denver Metro Area and a Leadership Development Program. Training directly contributes to attracting and retaining a qualified workforce and the state cannot compete for talent without addressing employee development.

Evaluation: This year, there was an unanticipated transition of leadership at the PDC. The new program administrator did not have time to fully assess the current curriculum and make adjustments to the class offering. In the coming year, the PDC will re-evaluate its course offerings. Low attendance classes will be replaced by new ones. This should increase the attendance levels.

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase average percentage of attendance (number of spots filled) in all trainings by 3%.	Benchmark	N/A	83%	86%	89%
	Actual	80%	60%	TBD	TBD

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

Evaluation: This year, there was an unanticipated transition of leadership at the Professional Development Center. The new program administrator did not have time to fully assess the current curriculum and make adjustments to the class offering. In the coming year, the Professional Development Center will re-evaluate its course offerings. Low attendance classes will be replaced by new ones. This should increase the attendance levels. The program will evaluate their success in achieving the benchmark at the close of the fiscal year.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase the State of Colorado contribution to 100% of prevailing market employer contribution to health insurance.	Benchmark	85%	90%	95%	95%
	Actual	85%	90%	90%	TBD

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

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

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

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

Evaluation: The Division achieved the benchmark for the second year in a row. To date, the state of the budget has allowed for the legislature to appropriate consistent with the Department's recommendations

## Constitutionally Independent Entities (CIE)

### 1) State Personnel Board

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase the number of cases filed electronically each year.	Benchmark	N/A	N/A	TBD	TBD
	Actual	N/A	N/A	TBD	TBD

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

Evaluation: Until the Public Utilities Commissions' e-filing system and the database proposal are reviewed and approved by the Office of Information Technology and the State Personnel Board, the State Personnel Board will not be able to report on success of meeting benchmarks.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Maintain the average overall rating of the Board's Administrative Law Judges on the annual survey distributed to all attorneys and unrepresented parties. (The ratings are equivalent in nature to an academic GPA.) *	Benchmark	3.0	3.10	3.15	3.20
	Actual	3.07	N/A	TBD	TBD

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

Evaluation: The Board has, in the past, conducted an anonymous annual survey of all parties and attorneys appearing before the State Personnel Board. The survey is conducted and tabulated by an independent third party, the Integrated Document Solutions group, which is overseen by the Department of Personnel & Administration's Division of Central Services. The FY 2008-09 Survey was conducted electronic, by emailing the survey to attorneys and unrepresented parties appearing before the Board. The evaluation for FY 2009-10 could not be made as the cost of the electronic survey, approximately \$6,000 (shared with the Office of Administrative Courts), was eliminated from the Office of Administrative Courts' budget. Given substantial budgetary cuts made by the Board in an effort to deal with the current economic situation, the Board would be unable to cover even collaborative costs for the survey during FY 2010-11.

**Objective: Increase efficiency and availability of State Personnel Board services by maintaining the utilization of Alternative Dispute Resolution.**

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase the percentage of cases set for hearing that involve successful Alternative Dispute Resolution by 5% each year.	Benchmark	75%	80%	85%	90%
	Actual	76%	82%	TBD	TBD

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

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

## **Division of Central Services (DCS)**

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Maintain the total potential travel volume for the state purchased on the Travel Card at or above 80%.	Benchmark	75%	75%	80%	80%
	Actual	80%	92%	TBD	TBD

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

Strategies: The State Travel Management Program (STMP) is dedicated to outreach efforts in order to provide Program information to assigned Travel Compliance Designees (TCD). These various outreach efforts take the form of Face-to-Face sessions, Travel Forums and the State Travel Management Program website. These educational efforts are among the many services provided by State Travel Management

Program such as: high quality customer service, problem resolution, rule interpretation, claims negotiations. These efforts are to ensure Travel Card usage remains high.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Maintain savings for Integrated Document Services as compared to the private sector as reported in the Department of Central Services annual cost savings report.	Benchmark	N/A	\$3,842,636	\$4,000,000	\$4,000,000
	Actual	\$3,842,636	\$3,842,636	TBD	TBD

\*This report is produced every other year; therefore, actual measures and the appropriated amount repeats itself. Staff reductions have forced the Division of Central Services to delay the development of the next cost comparison report until 2011 at the earliest.

Strategies: The 2008 report showed \$3,842,636 in total savings to the state for selected goods and services from Integrated Document Services. Because this report is conducted every other year actual measures repeat themselves.

Evaluation: The FY 2009-10 annual cost savings report was not complete by the time this performance measure was updated. The Department will provide an evaluation of its cost savings in a subsequent report.

**Objective: Support Greening of Government through Focused Business Strategies**

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase amount of recycled paper used in the Integrated Document Services operations by 5% each year.	Benchmark	N/A	5%	10%	15%
	Actual	N/A	5.05%	TBD	TBD

Strategies: In the first two years of implementation of this strategy, the focus was on the Copier Program. In the first year, FY 2007-08, of implementing this strategy, the program saw a 48.72% increase in the use of recycled paper and a 51.28% increase in the second year FY 2008-09. This allowed the program to realize full use of recycled paper in the Copier Program. In addition, there is a focus on the Print Shop to work with customers to use recycle paper where applicable. This will be a significantly smaller increase but will still show strides to increase use of recycled paper. Because the Copier Program is only a small percentage of the overall Print Operations the percentage is reflected in small incremental percentages.

Evaluation: The Division's efforts to mandate recycled paper use within the Copier Program and working with customers in the Print Shop has already shown an overall increase of 5.05%, resulting in the achievement of this year's benchmark. As the cost, quality, and performance characteristics of recycled paper continue to improve, there will be more opportunity to use recycled paper in the high volume high speed production equipment used in the Print Shop.

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase percentage of total fuel use that is E85 fuel. (Measure is percent increase from prior year.)	Benchmark	100%	100%	50%	50%
	Actual	156%	22%	TBD	TBD

Strategies: There are currently 1,200 Flex Fuel Vehicles, with 105 additional vehicles ordered, that can use Ethanol in a blend of 85% (E85) or biodiesel at a blend of 20% (B20) or above. There were approximately 268 additional E85 Flex Fuel Vehicle purchases in FY 2009-10. Using these renewable fuels directly displaces the use of imported petroleum fuel and significantly reduces green-house gas emissions. In addition, State Fleet Management is pursuing funding to enable the installation of State owned E85 and Biodiesel fueling sites to maximize

the consumption volumes of renewable fuels while minimizing cost to the State by utilizing the benefits associated with bulk fuel purchasing agreements. A site was installed at the downtown motor pool, and was operational as of July 1, 2008. In FY 2009-10, the Division purchased two above-ground E-85 tanks that will be operational in the Denver metro area in early FY 2010-11.

In FY 2009-10, the Department's vehicle replacement request only included vehicles that had to be replaced due to health, life, and safety requirements. This is the primary driver behind the low actual replacement for FY 2009-10. For FY 2010-11, the Department has again requested vehicle replacements for those vehicles that may jeopardize the health, life, and safety of the citizens with their continued operation. Until the financial health of the overall economy, and therefore the State's budget, improves considerably, the Department does not anticipate replacing current vehicles with E85 vehicles at the previously estimated rates.

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Reduce the amount of petroleum used by the State Fleet by 25% by 2012. Base gallons were 2,601,786.	Benchmark	2,471,697 gal (5%)	2,341,607 (10%)	2,211,518 (15%)	2,081,429 (20%)
	Actual	2,708,052 gal	2,335,899 gal	TBD	TBD

Strategies: State Fleet has aggressively pursued the purchase of alternative fuel vehicles (including E-85, biodiesel, and hybrids) as one element of the strategy to reduce overall petroleum consumption. This year budgetary incentives were implemented to encourage the departments to be even more aggressive in their local efforts to reduce petroleum by reducing miles driven and using E-85 wherever feasible. As a result the year over year reduction in FY 2009-10 was dramatic.

Evaluation: Between FY 2005-06 and FY 2009-10 the size of the State's fleet grew through legislatively approved additions by 363 vehicles. The annual gallons used by these additional vehicles are included in the actuals that are then compared to the FY 2005-06 base. A reduction of 10.2% with all of these additional vehicles added in is actually quite impressive. If the fuel used by the additional vehicles were excluded the % reduction would be 18.1%.

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
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Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Reduce the overall energy usage in the Capitol Complex buildings each year to reach goal of a 20% overall reduction of kilowatt hours of electrical usage by 2012. Base year was 30,751,910.	Benchmark	27,994,852 (3%)	27,155,006 (3%)	26,340,356 (3%)	25,550,145 (3%)
	Actual	30,289,664 (1.5%)	25,953,917 (15.6%)	TBD	TBD

Strategies: Capitol Complex is focusing on how to incorporate sustainable operations, meet LEED-EB guidelines and incorporate them into everyday operating practices. Capitol Complex has successfully certified three (3) buildings as LEED-EB and plans to extend this certification to the remainder of the complex in the coming years. In addition, Capitol Complex has contracted with Chevron Energy Solutions to perform performance-based contracting services throughout the Capitol Complex and associated buildings, Grand Junction, the three Lakewood buildings and North Campus. The goal of this project is to conserve energy through tenant awareness and the replacement or upgrading of older, inefficient systems. This project began in the spring of 2002 with an energy audit of all the Capitol Complex buildings. Phase 3 of the Performance Contract was signed Friday May 30<sup>th</sup>, 2008. Projects implemented through FY 2009-10 under Phase 3 include: new Grand Junction boilers, State Capitol exterior lights, lighting control upgrades, 1570 Grant HVAC upgrades, 690/700 computer room cooling unit upgrades, State Capitol solar panels, Complex plumbing fixture upgrades, Power Plant cooling tower replacement, Governor's Residence window replacement 2<sup>nd</sup> & 3<sup>rd</sup> floor, ground source heating & cooling system and interior HVAC distribution & control systems, Carriage House controls, and Merrick Parking Garage solar energy use.

Evaluation: Projects implemented under Phase 3 of the Performance Contract generated significant improvements in FY2009-10 and should generate some additional reductions in FY 2010-11.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Maintain a minimum of 90% successful rating on meeting and exceeding customer expectations. The results of for this performance measure will come from the Department of Central Services Annual Customer Satisfaction Survey.*	Benchmark	90%	90%	90%	90%
	Actual	91%	TBD**	TBD	TBD

\* This is an electronic survey that is sent to customers of all of the Department of Central Services programs and asks a multitude of questions include those around customer service, quality, value and partnership. This survey is sent to customers every other year so the results repeat.

\*\* Due to staffing reductions, it was not possible to conduct and process the customer satisfaction surveys for FY 2009-10.

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

Evaluation: Results in the most recent year (FY 2008-09) showed a 91% successful rating, achieving the benchmark set for customer satisfaction.

### **Division of Accounts and Control – Controller (DAC)**

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase dollars spent on price agreements with State Agencies by 5% each year.	Benchmark	\$120.1M	\$120M	\$120M	\$120M
	Actual	\$119.6M	\$120M*	TBD	TBD

\* This is as of August 5, 2010. Not all reports were complete as of the writing of this plan.

Strategies: Currently, approximately 70% of the State’s price agreements are mandatory compared to the 20% previously reported. During FY 2008-09 & 2009-10 good progress was made while soliciting price agreements in the ability to designate them as mandatory. When purchases are made outside of the State price agreements (a practice known as “maverick spending”), the State’s buying power is substantially decreased. This type of “maverick spending” does not take advantage of volume discounts and prevents the State from knowing the actual statewide purchasing volume of each commodity. While ‘maverick spending’ is still occurring, the Division continues to work with agencies to purchase from the state price agreements. Due to reductions in agency operating budgets resulting from the economic downturn, agencies have spent less in the past year and it is expected that price agreement spend will, at best, remain flat for at least the next two years.

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase Procurement card utilization by 3% yearly.	Benchmark	\$205M	\$201M	\$155.2 M*	\$155.2 M*
	Actual	\$201.7 M	\$210.5 M	TBD	TBD

\*The dramatic decrease in estimated Procurement Card utilization is due to the loss of the spend related to institutes of higher education.

Strategies: Historically, Procurement Card (P-Card) usage has grown each year. However, as a result of the electronic payment method Colorado State University is using with their E-Procurement system the Division of Accounts and Control – the procurement program projects a significant decrease in Procurement Card expenditures by Colorado State University. Colorado State University anticipates the decrease to be no more than \$2 million in FY 2010-11. The University of Colorado will be terminating their participation in the procurement card program effective December 2010. As a direct result of their opting out of the procurement card program, the Department anticipates a decrease of \$55 million in spend for FY 2010-11. Finally, due to reductions in agency operating budgets resulting from the economic downturn, agencies have spent less in the past year and it is expected that PCARD spend will, at best, remain flat for all State agencies at least the next two years.

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

**Objective: Enhance Collection processes to increase collection revenue.**

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase net recoveries in terms of dollars collected. Benchmark is at least prior year actual.	Benchmark	\$13,732,284	\$14,710,345	\$15,741,950	\$15,741,950

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
	Actual	\$14,710,345	\$15,741,950	TBD	TBD

Strategies: Two years ago, Central Collections Services (CCS) was authorized to add three new collectors to its staff. This has resulted in improved ability of staff to work more of the accounts in the debt portfolio as well as increase recoveries. Central Collections Services has added a second shift from 11 am to 8 pm and also made significant changes to business processes such as reengineering of debtor notices to encourage payment agreements and realignment of Collectors' duties to ensure full utilization of all collection tools. Due to the economic downturn, collection recoveries are expected, at best, to remain flat for at least the next two years.

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

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Receive an unqualified opinion on the state's financial statements from the State Auditor.	Benchmark	Yes	Yes	Yes	Yes
	Actual	Yes	Yes	Expected December 2010	TBD

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

Evaluation: Status of meeting the benchmark will not be known until receipt of the audit opinion from the State Auditor in December, 2010.

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Achieve annual certification through submission of the state's Comprehensive Annual Financial Report to the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting	Benchmark	Yes	Yes	Yes	Yes
	Actual	FY08 Cert. Received August '09	FY09 Cert. Received July '10	TBD	TBD

Strategies: The Office of the State Controller analyzes comments provided by the Government Finance Officers Association (GFOA) Certification program and implements the suggestions, where practicable, as soon as possible.

Evaluation: The Government Finance Officers Association (GFOA) has completed the evaluation of the FY 2008-09 Comprehensive Annual Financial Report and awarded the Certificate of Achievement. Success in meeting the benchmark for FY 2010-11 will not be known until summer 2011.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Decrease the number of outstanding unresolved accounting issues at year-end as evidenced by the year-end diagnostic reports by 10% for three fiscal years (ending in FY 2008-09).*	Benchmark	103	103	103	103
	Actual	226	82	TBD	TBD

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

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

Evaluation: The evaluation for FY 2009-10 shows a significant decrease in year end outstanding unresolved accounting issues. The primary reasons for the improved results were:

- There was less turnover at the Controller level at agencies than in the past. Turnover typically increases year-end issues.
- Period 13 FY 2009-10 was longer than in the prior year. In FY 2009-10 there were 11 days and in FY 2008-09 there were only 8 days. This factor appeared to result in a higher error rate than usual in the prior year.
- There were no major system conversions impacting close. In the prior year this was a factor contributing to an increased error rate.
- Many of the errors in the prior year resulted from the lack of documentation due to a retirement on the FAST team. This was not an issue for the current year.

## Office of Administrative Courts

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Maintain an average overall rating of the Office's Administrative Law Judges' GPA of 3.00 (B). *	Benchmark	3.0	3.0	3.0	3.0

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
	Actual	3.07	N/A	TBD	TBD

Strategies: The Office of Administrative Courts continues to increase training to the Administrative Law Judges within the Division. The Office will also continue to look for efficiencies to increase the dates available to parties, thereby making the courts more accessible. By accomplishing both of these strategies, the public opinion surveys should remain high. The Office has already begun the process to refine its survey by making it electronic. The electronic survey anticipates that the delivery in the coming years will reach more individuals. The electronic survey will be e-mailed to all attorneys as their e-mail addresses are already recorded and available to the Office. All parties except the attorneys receive a card by mail asking them to go online and take the electronic survey.

Evaluation: The evaluation for FY 2010-11 cannot be made at this time. The cost of the electronic survey, which is approximately \$6,000, was cut from both the FY 2009-10 and FY 2010-11 budgets in order for the Office to reduce spending in an effort to deal with the current economic situation.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase the number of cases that involve successful Alternative Dispute Resolution by 10 cases each year.	Benchmark	35	45	55	65
	Actual	65	61	TBD	TBD

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

Evaluation: The Office of Administrative Courts saw a leveling of growth in Alternative Dispute Resolution cases in FY 2010-11. This is due in large part to a limitation in resources available for dispute resolution. The Office continues to promote the availability of Alternative Dispute Resolution to its client agencies and, as a result, will now perform all of the Department of Education mediations for the special education programs. The Office views Alternative Dispute Resolution as an efficient and cost-effective way to resolve issues.

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

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase the number of total deliveries of orders and notices that are “e-orders” (electronically delivered court notices) by 10% each year.	Benchmark	N/A	1,521	1,673	1,840
	Actual	1,528	2,516	TBD	TBD

Strategies: The Office of Administrative Courts has instituted a program of e-mailing final orders to parties in the workers’ compensation unit. The Office will spread this practice to the general services unit as well. In order to effectuate this performance measure, the Office tracks the electronic mail addresses for parties in its case tracking system.

In addition, the Office may be able to increase the delivery through e-mail of other documents, such as notices, with the implement of some statutory changes. This session, the Office pursued legislation to be able to deliver notices for workers' compensation claims by e-mail.

Evaluation: The Office of Administrative Courts has successfully met this performance measure. The office believes that legislation allowing the Office to serve notices electronically will further increase this performance measure. Moreover, the Office anticipates that increased efforts in the current fiscal year to extend the electronic delivery of notices and orders in the general services unit will also increase performance in this area.

Performance Measure	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Approp.	FY 2011-12 Request
Increase the number of total opened cases that are "e-filed" (electronically filing a case) by 200 cases a year for the first several years after implementation.	Benchmark	N/A	200	200	400
	Actual	N/A	N/A	TBD	TBD

Strategies: Office of Administrative Courts is attempting to implement an electronic filing system to allow the filing of all pleadings with the Board and which will, in turn, integrate a database, which will be populated with information regarding the types of cases filed with the Office. The Office of Administrative Court's staff has met with other state agencies that have similar needs (the State Personnel Board (SPB), the Oil and Gas Commission and the Public Utilities Commission). Both the Oil and Gas Commission and the Public Utilities Commission have developed e-filing systems, both of which have been reviewed by the Office of Administrative Courts and the State Personnel Board. These two entities have submitted a decision item, with the support of the Office of Information Technology, to implement, on an enterprise basis, the Oil and Gas Commission e-filing system. Included in the decision item is a proposal to develop the case management system currently in use by both the Office of Administrative Courts and the State Personnel Board (Legal Files) as a web-based application, which would be integrated with the proposed e-filing system.

Evaluation: Until the decision item is funded, the Office of Administrative Courts will not be able to report on success of meeting benchmarks.

**EXCERPTS FROM DPA'S FY 2011-12  
JOINT BUDGET COMMITTEE HEARING RESPONSES**

1. Please identify your department's three most effective programs and your department's three least effective programs, and explain why you identified them as such. How do your most effective programs further the department's goals? What recommendations would you make to increase the effectiveness of the three least effective programs?

**Response:** The Department has provided specific areas (not necessarily single programs) that are worth mentioning as three of its most effective. To that end, the Department has identified the following:

First, the Department identified its Central Services programs as some of the most effective because of the statewide cost savings that are generated through the programs. As one of the State's centralized administrative agencies, the Central Services programs with the Department further its goals by providing superior products and services to its customer agencies in a timely, cost effective manner. In general, the Central Services program is set up to take advantage of the economies of scale that can be generated by consolidating common services and functions into one agency. Statutorily, Central Services programs are only allowed to recover their costs through the rates and fees charged. This eliminates any profit or mark-up on overhead expenses that would be assessed if this work were out-sourced to private companies or institutions.

Second, the Department has identified its oversight programs as the second area of effectiveness, specifically within the Office of the State Controller and the State Purchasing Office. The Office of the State Controller ensures that the State's financial dealings are recorded and reported accurately and in accordance with State and federal law, as well as generally accepted accounting principles. The State Purchasing Office provides oversight functions that ensure that State agencies are maximizing the use of price agreements. Both of these oversight programs further the Department's goals by providing the information and assistance necessary for State agencies to more efficiently manage their purchasing and financial transactions.

Third, the Department has identified its Common Policy oversight and management as one of its effective programs. One of the many responsibilities that the Department is tasked with is the coordination and provision of statewide common policies and the annual allocation of the costs associated therewith. The common policy program within the Department, which includes Central Services, Risk Management, the Office of Administrative Courts, as well as individuals from the accounting and budgeting offices, has become an effective unit when it comes to identifying statewide needs, developing

accurate allocation methodologies, and communicating the pertinent changes with other State agencies.

The Department has identified three of the least effective areas or programs, and they are as follows:

First, within its Division of Human Resources, the Department believes that the human resources oversight programs are not as effective as possible. These programs perform the following for the State:

1. Establish human resources programs statewide to ensure compliance with State and federal law;
2. Maintains the statewide classified workforce and benefits dataset;
3. Ensures the integrity of the State Personnel System by providing training and technical advice to the human resource community and reviewing director's appeals. The section is comprised of two Units: Consulting Services and the Professional Development Center. The Consulting Services Unit is responsible for training and advising the human resource community to mitigate the State's employee liability risk. The Professional Development Center (Training Unit) offers state agencies and employees flexible and interactive training opportunities that include career development, leadership training, and supervisory certificate programs.

Currently, this unit is unable to maximize its effectiveness due to a number of factors. The first factor is a lack of resources, both in funding and in FTE. In addition, the decentralized nature of human resource management within the State has allowed for inconsistencies in transactions and application of policies and rules that could be detrimental to the overall workforce and compliance with law. Furthermore, the lack of a comprehensive personnel management system within the State generates inefficiencies where data is needed to analyze legislative requests and hinders management's ability to make sound business and personnel decisions.

The Professional Development Center is supposed to provide training and workshops to State employees for the development of job-focused skills. The reason why the Department believes that this program is not as effective as it could be is due to the fact that the amount of training it is able to provide in a given year is limited by its appropriation, and not demand. In fact, the Department has made the case that the Professional Development Center should be granted contingency and/or continuous spending authority to accommodate the demand for its services. In any given year, the Professional Development Center grants waivers to agencies seeking training that it could provide at a cost substantially lower than the private industry. The Department believes

that the Professional Development Center could provide a vastly expanded array of trainings and workshops more in line with the total needs of the State if it were only granted the resources necessary to do so.

The second area that the Department has identified as one of the least effective is the Colorado Financial Reporting System, or COFRS. The State Controller's Office, within the Department of Personnel and Administration, is responsible for ensuring the timely and accurate reporting of the State's financial transactions and statements. To that end, it is imperative that they have a financial reporting system that is reliable, adaptable, and rather robust. The current financial reporting system, COFRS, is a centralized mainframe batch system that precludes real or near-real time processing of transactions that would improve efficiency of state accounting offices. Since its original implementation in 1991, COFRS has been modified from the original code provided by the system vendor to an extreme extent in order to support the Colorado state government organizational structure, business processes, and interdependent subsidiary systems. Because of these modifications the system can no longer accept updates from the vendor for its core processing functionality. The system comprises hundreds of thousands of lines of complex coding that are written in a programming language that is outmoded and for which competent programmers are becoming scarce. Much of the state staff that currently operates the system is nearing retirement and will take with them the historical knowledge of state business practices and problem solutions. The Department believes that a conversion to a replacement system is inevitable and will only become more difficult over time. The cost to replace the system could range between \$50 and \$100 million.

Finally, the Department believes that the statewide commuter program could benefit from an administrative restructuring to align it with current practices in other governmental institutions. The Department believes that the current state of the commuter program is such that there is a potential for abuse, possibly negating some of the potential benefit the State may realize through the proper application of the program. To that end, the Department has been working with a number of stakeholders in other State agencies to identify their needs in a commuter program while at the same time balancing the financial and programmatic needs of the State. Stakeholders in the commuting program firmly believe that the benefits gained by the commuter program far outweigh the costs.

2. For the three most effective and the three least effective programs identified above, please provide the following information:

- a. A statement listing any other state, federal, or local agencies that administer similar or cooperating programs, and outline the interaction among such agencies for each program;

**Response:**

1. Central Services: Various state agencies have work units that duplicate the services offered by Central Services. For example, the Department of Revenue operates a mail room and the Department of Transportation operates its own print shop. The Department is not necessarily advocating for the elimination of the services at any of these agencies, but is suggesting that potential efficiencies in processes be vetted through appropriate channels.
  2. State Controller's Office and State Purchasing Office: These functions are likely duplicated at nearly every level of government to some extent. Therefore, outlining the interaction in a comprehensive way may not provide an appropriate perspective for the State as its needs may be different from other levels of government.
  3. Common Policies – the Governor's Office of Information Technology shares the same types of responsibilities as the Department, though they preside over different common policies. The interaction that they have with other State agencies is almost exactly like the Department's due to executive and legislative oversight.
  4. Human Resources Oversight – All departments perform human resource activities and oversight to some extent. The level of assistance provided by the program varies depending upon the nature and ability of the human resource department of the particular agency.
  5. COFRS – the Department of Transportation has an ERP solution that provides similar functionality to COFRS. In addition, a number of other homegrown applications have been in an attempt to streamline the data that is provided by the Colorado Financial Reporting System.
  6. Commuter Program – no overlap.
- b. A statement of the statutory authority for these programs and a description of the need for these programs;

**Response:**

1. Central Services: 24-30-1101 thru 1117 C.R.S, 24-1-136.5; 24-82-101 through 103; 24-30-1303; 18-9-117 C.R.S. The Central Services programs use volume to generate discounts for all of its customer agencies – the greater the volume, the greater the savings generated for the State. To

that end, any change that increases the amount work processed through Central Services will generate savings somewhere in the State.

2. State Controller's Office and State Purchasing Office: 24-30-201 C.R.S., and 24-101-101 C.R.S., respectively. The State Controller's Office is able to perform as effectively as it does due to the knowledge, ability, and dedication held by its current staff. However, as accounting requirements and the State's financial systems become more complex and additional work is required of the State Controller's Office, additional resources may be required to maintain the current level of effectiveness. In addition, the State should consider succession planning for those positions within the State Controller's Office that are vital to the financial strength of the State.
  3. Common Policies – 24-50-601 thru 618 C.R.S. (employee benefits), 24-30-1504 C.R.S. (Risk Management), 24-30-1101 thru 1117 C.R.S, 24-1-136.5; 24-82-101 through 103; 24-30-1303; 18-9-117 C.R.S (Central Services), 24-30-1001 through 1003 C.R.S. (Office of Administrative Courts). The Department has a number of individuals who are, in whole or in part, dedicated to the development of statewide common policies. Due to the complicated nature of common policies, this program depends on depth of knowledge and succession planning to ensure the ongoing effectiveness of the program.
  4. Human Resource Oversight – 24-50-101 C.R.S. This program would benefit from additional FTE and spending authority to more effectively perform outreach and training on human resource issues.
  5. COFRS – 24-30-201, et seq. C.R.S. The State needs to begin the process of replacing the current financial reporting system. This process will take years and millions of dollars. It is not possible to get a firm estimate of the cost of replacing the financial system without specifications and bids from potential contractors. However, the Department assumes that a ballpark estimate of the cost is somewhere between \$50 and \$100 million.
  6. Commuter Program – 24-30-1113 C.R.S. This program needs to be examined for potential efficiencies in oversight and administration. No additional resources are needed at this time.
- c. A description of the activities which are intended to accomplish each objective of the programs, as well as, quantified measures of effectiveness and efficiency of performance of such activities; and
  - d. A ranking of the activities necessary to achieve the objectives of each program by priority of the activities; and

**Response:** The success of Central Services is gauged on the satisfactory performance of an innumerable amount of tasks and procedures which are performed on a daily basis. Central Services gauges its success on the satisfaction of its customer agencies and the amount of work that is processed through its programs on an annual basis. To that end, the Department's customers' feedback and the growth of services provided are the primary quantifiable measures of success. In the current fiscal year, it is worth noting that the City of Denver sought out the services of the Integrated Document Solutions program to handle much of its printing, copying, and mail work. This generated savings for both the City of Denver and the State of Colorado. This is just one of the many successes of the Central Services programs.

Much like the Central Services programs, there aren't any specific over-arching tasks or activities that define the State Controller's Office or the State Purchasing Office. Ultimately success at the State Controller's Office is measured through the successful completion of the State's Comprehensive Annual Financial Report and unqualified audit opinion on the State's financial statements. For the thirteenth consecutive year the State of Colorado was awarded a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA). The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements. For the State Purchasing Office, success is measured by the utilization of the State's purchasing agreements. Much like Central Services, greater use of the State's price agreements means more money saved by the State through cost avoidance. The Statewide common policy program within the Department provides services to individual State agencies through its assessment and allocation of a number of common policies. Success with the common policy program is defined by the ability of the allocations and assessments to withstand the scrutiny of federal cognizant agencies. In addition, the Department gauges its success through the clarity of presentation of each policy to state agencies. Part of this process is working with each agency to ensure that their allocations are understood and justifiable.

The Department's human resources oversight program performs a number of duties and tasks that are specifically designed to avoid the pitfalls of employee liability and risk. In addition, the program is charged with maintaining informational databases regarding the State's classified system. Ideally, this

program would also include the technology and processes that are required to implement a comprehensive personnel management system. Success is defined in the human resources oversight programs by a number of measures. First, the infrequency of litigation and settlements experienced through-out a given fiscal year is a good indication that this program is performing effective outreach and training where employee liability issues may arise. Second, the ability of the Department to accurately and rapidly respond to any request regarding the State's classified system is a good measure of the health of the division's statewide databases. Finally, as the State does not have a centralized human resources function or the personnel management system that would be required to operate effectively, there aren't any performance measures that can be summarized for that function.

For the COFRS replacement, the Department has been working with OIT for the past few years to identify the appropriate alternatives and the associated resources necessary to maintain the current system and support levels. This effort has been a challenge given the recent and pending retirement of all staff supporting COFRS.

For the commuter program, the Department must take the appropriate steps to work with each stakeholder to ensure that an adequate alternative to the commuter car program is developed. Success in this area will be defined by a solution that balances the State's programmatic and financial needs, provides the services that are needed by each agency, and satisfies the Department's responsibility to manage the administration of the commuter program.

- e. The level of effort required to accomplish each activity associated with these programs in terms of funds and personnel.

**Response:** Central Services: \$84,200,192 in Funds, 192.8 FTE

State Controller's Office: \$2,835,967 in Funds, 37.2 FTE

State Purchasing Office: \$828,047 in Funds, 13.0 FTE

Common Policies: 1.0 dedicated FTE and various allocated FTE from program, accounting, and administration. \$250,000 estimated total funds.

Human Resources Oversight: \$1,428,077 in Funds, 14.7 FTE

COFRS: Estimated between \$50 and \$100 million, unknown FTE

Commuter Program: \$3,339,586 Statewide, per FY 2008-09 estimates

3. Detail what could be accomplished by your Department if funding for the department is maintained at the fiscal year 2009-10 level.

**Response:** In its capacity as a statewide service provider and oversight entity, the Department is able to impact the efficiency and effectiveness of the State's business operations. If held to the FY 2009-10 appropriation levels, the Department would be limited in its ability to achieve economies of scale through consolidated services. Additionally, financial and human resources related oversight, which provides guidance to State agencies to mitigate financial losses or risk of litigation, would be diminished.

#### Centralized Services

The Department provides services to other state agencies and is only able to do so up to the funding levels of the program, even if the demand for the services is greater than funding allows. The Department provides consolidated services because it is able to do so at a lower cost, or in a more efficient manner than if each agency were to undertake the service. Because the Department provides cost effective services, limiting the Department's funding levels to FY 2009-10 without reducing the need for the services statewide would be detrimental to Department and statewide business operations.

#### Oversight

A large component of the Department provides oversight and guidance for statewide business activities. Maintaining Department appropriations at the FY 2009-10 levels would effectively limit the Department's ability to provide oversight on both financial and human resources related issues. The Department believes that limiting oversight would be detrimental to state business, especially during an economic downturn.

4. 15. Have there been any changes in turnover rates during the time that the State hasn't funded salary survey and performance-based pay increases, as well as the PERA swap that decreases take-home pay?

**Response:** There have been some changes in the State turnover rates, though not primarily due to salary increases, or lack thereof. The Department used historical turnover rates and salary survey increases to examine if there was a cause-effect relationship from annual compensation survey increases and turnover rates for both overall turnover and voluntary turnover. While there may be a loose correlation between the salary and turnover in any given year, the Department believes that the major driver for employee turnover has been, and continues to be, the overall state of the economy. During times of relative economic strength, the overall turnover rate generally increases due to the availability of jobs in the private and other public sectors. The best example of this would be the relatively high turnover rates beginning in FY 2004-05 and ending in FY 2007-08. Conversely, the State experiences relatively low turnover during times of economic weakness. The best example of this would be the fact that turnover rates hit a 10 year low in FY 2008-09 when the national economy entered the worst recession on record. Turnover rates remained low, though increased marginally, through FY 2009-10 and into FY 2010-11 year-to-date.

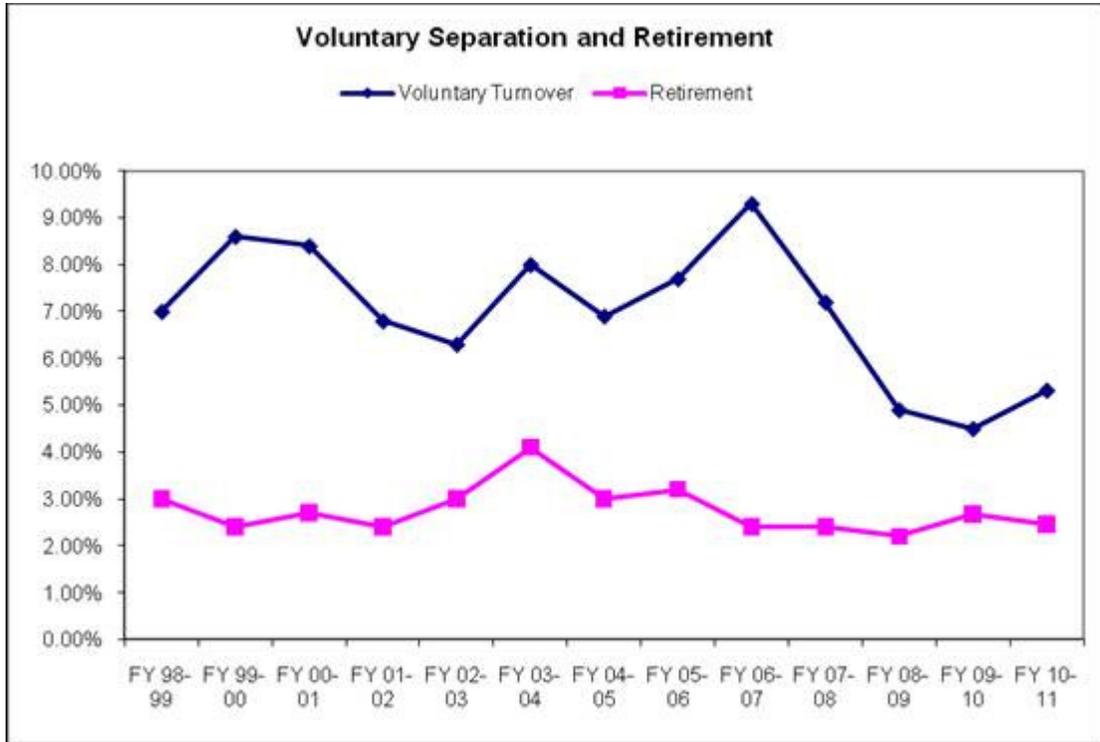
**Table 1 – Salary Increases and Turnover Rates**

	Total Actual Average Salary Survey Adjustment	Overall Turnover	Voluntary Turnover	Retirement
FY 1998-99	4.02%	9.90%	7.00%	3.00%
FY 1999-00	3.39%	11.10%	8.60%	2.40%
FY 2000-01	3.83%	12.50%	8.40%	2.70%
FY 2001-02	5.20%	12.70%	6.80%	2.40%
FY 2002-03	5.50%	10.50%	6.30%	3.00%
FY 2003-04	0.00%	11.40%	8.00%	4.10%
FY 2004-05	3.00%	12.40%	6.90%	3.00%
FY 2005-06	3.00%	12.30%	7.70%	3.20%
FY 2006-07	3.00%	13.10%	9.30%	2.40%
FY 2007-08	5.07%	11.10%	7.20%	2.40%
FY 2008-09	4.68%	8.40%	4.90%	2.20%
FY 2009-10	0.00%	8.90%	4.50%	2.68%
FY 2010-11	0.00%	8.96%	5.32%	2.46%

- a. Does the Department anticipate higher turnover rates in the future, and if so, for what reason?

**Response:** Yes, the Department anticipates higher turnover rates in the future if the global economic condition shows a positive growth path and the State continues to lag the market in its total compensation package. The following chart and table demonstrate a consistent pattern of higher voluntary separation rates than retirement rates in the past 10 years. Economic theory indicates that employees, in this State workers, will migrate toward institutions (public or private) with better total compensation practices, all else being equal.

**Chart 1 – Voluntary Turnover and Retirement**



**Percent of Retirement Among Eligible Employees**

Fiscal Year	Retirement Rate
FY 2006-07	19%
FY 2007-08	20%
FY 2008-09	15%
FY 2009-10	19%
FY 2010-11	15%

5. 16. Does the department have any reports on what the aging state workforce means in terms of the number of state employees? Please provide the Committee with copies of the most recent workforce reports, including those that relate to turnover.

a. How has the State’s workforce changed during the prior ten years?

**Response:**

***Workforce Size***

The State responded to adverse economic situations by decreasing its workforce in tight budget years. The following table tracks historical burned full-time-equivalent (FTE) count for both permanent and temporary workforce within general government.

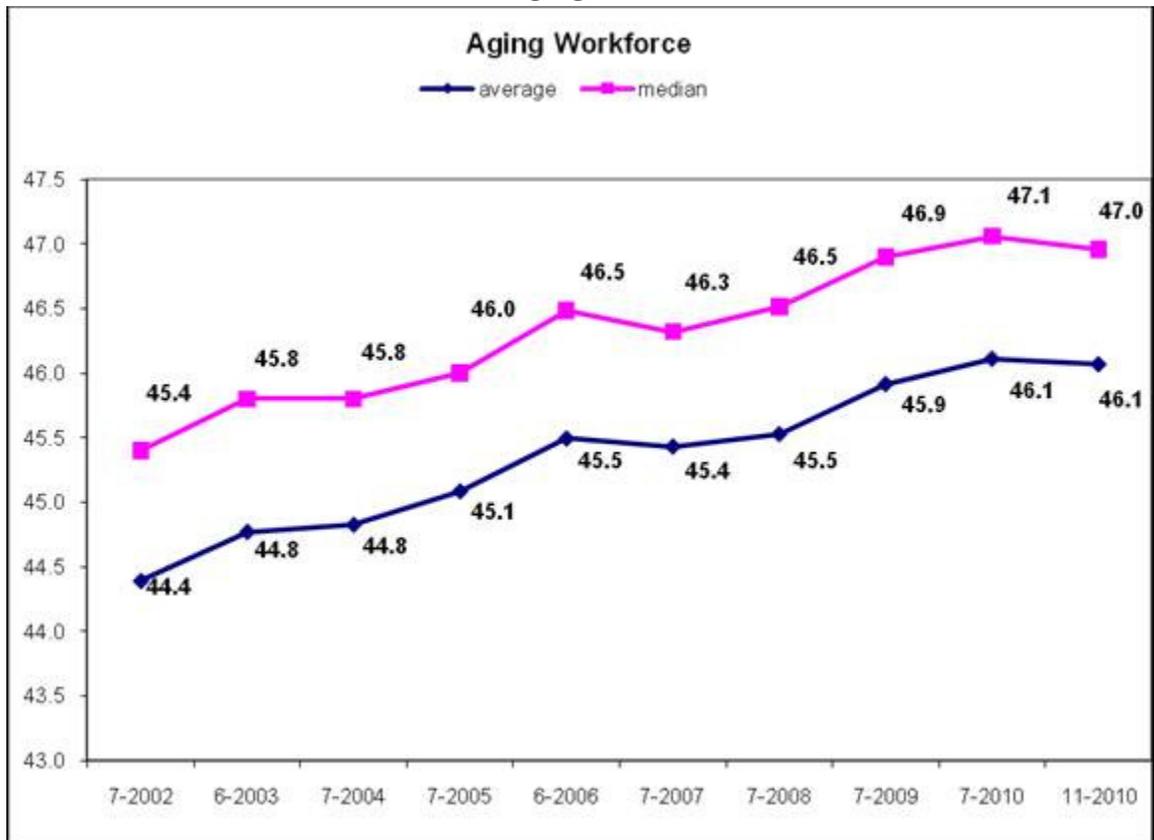
**Table 2 – Salary Increases and Workforce Size**

	Total FTE	Salary Increases	% Change in FTE
FY 1999-00	26,395	3.39%	
FY 2000-01	26,661	3.83%	1.01%
FY 2001-02	27,350	5.20%	2.58%
FY 2002-03	27,237	5.50%	-0.41%
FY 2003-04	26,686	0.00%	-2.02%
FY 2004-05	26,812	3.00%	0.47%
FY 2005-06	27,064	3.00%	0.94%
FY 2006-07	27,465	3.00%	1.48%
FY 2007-08	28,587	5.07%	4.08%
FY 2008-09	29,269	4.68%	2.39%
FY 2009-10	28,822	0.00%	-1.53%
FY 2010-11	28,755	0.00%	-0.23%

***Workforce Demographics***

Based on the permanent classified workforce within general government agencies (no higher education classified staff), the Department tracked average and median ages for the past ten years. Like the market, the State workforce has aged probably due to delaying retirement and hiring relatively older new hires. One potential impact from the aging workforce is higher health care cost for the entire organization.

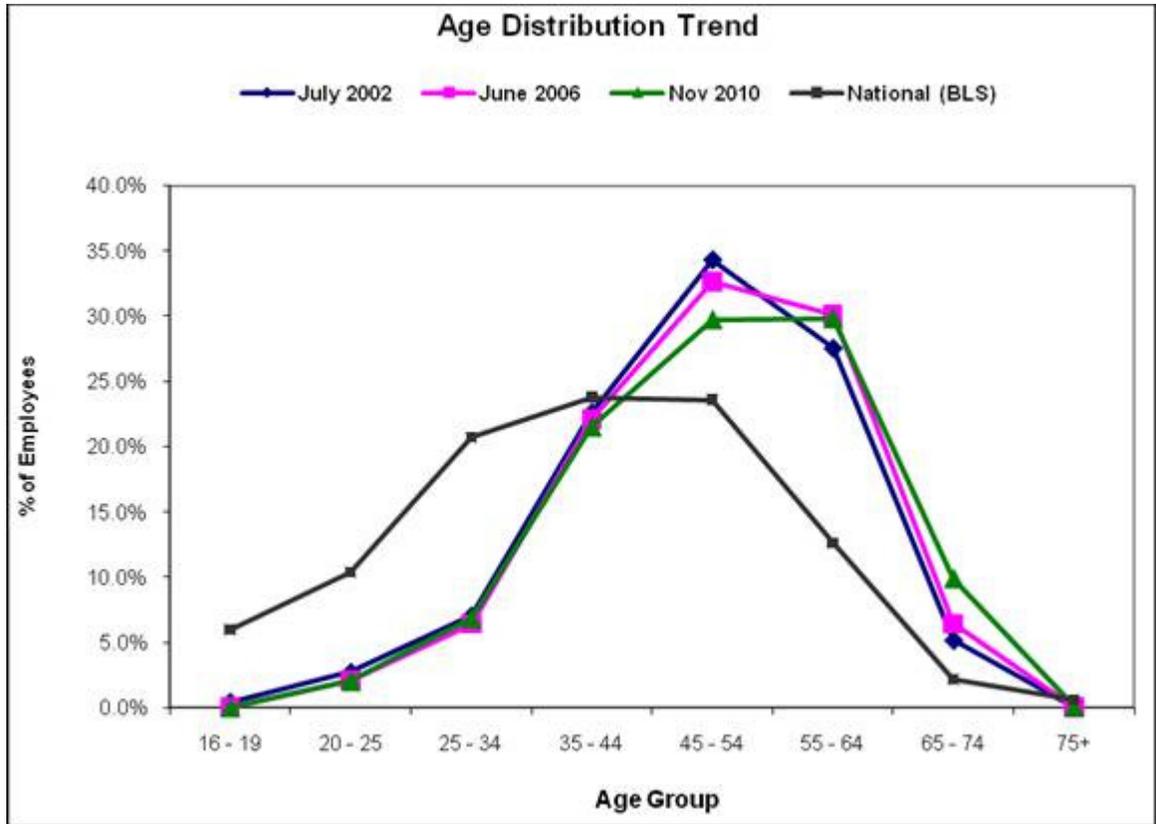
**Chart 2 – Aging Workforce**



### *Age Distribution*

Chart 3 below further supports the demographic characteristic that the State's workforce on the average is older than the 2006 national statistics as reported by the Bureau of Labor Statistics.

**Chart 3 – Employee Distribution by Age Group – State vs. National Trend**



b. What is the Department's strategy to address the issue of retiring baby boomers?

**Response:** As a result of budget cuts last year, the Department cut the staff coordinating statewide workforce planning, including succession planning. Any workforce planning is now occurring at the individual department level. The quality and outcomes of their efforts varies widely depending on the resources available to the agencies.

Optimally, the State's strategies may include the following elements:

1. Identify critical state operations and key roles, and then identify key competencies needed to perform these key roles.
2. Identify potential loss of key competencies due to the retirement of employees or any loss of key high performing talent to other employers.
3. Develop statewide employee development program based on filling recognized 'gaps' in key competencies.
4. Development agency recruitment plans based on filling recognized 'gaps' in key competencies.

5. Analyze fiscal and operational impacts due to loss of personnel and institutional knowledge.
6. Analyze fiscal impact of payouts for retirement (even with incentives), the operational impact of maintaining vacancies to cover the cost of the payouts, and the cost of hiring new personnel.
7. Develop a paid mentor program that allows for ease of transition and better succession planning where a job's responsibilities are more technical in nature or where institutional knowledge is a primary requirement to the successful completion of the job or responsibilities in question.

The state could also explore the possibility of using phased retirements. This will allow retirement eligible employees to work a reduced work schedule and departments to hire new employees who would be trained by the senior employees. This is not a cost neutral solution, but it will ensure continuity of service during the transition of skills to the new generation of workers.

6. 17. What are the Department's projections for future turnover rates as a result of the aging workforce and an anticipated increase in retirements over the next 5 – 10 years?

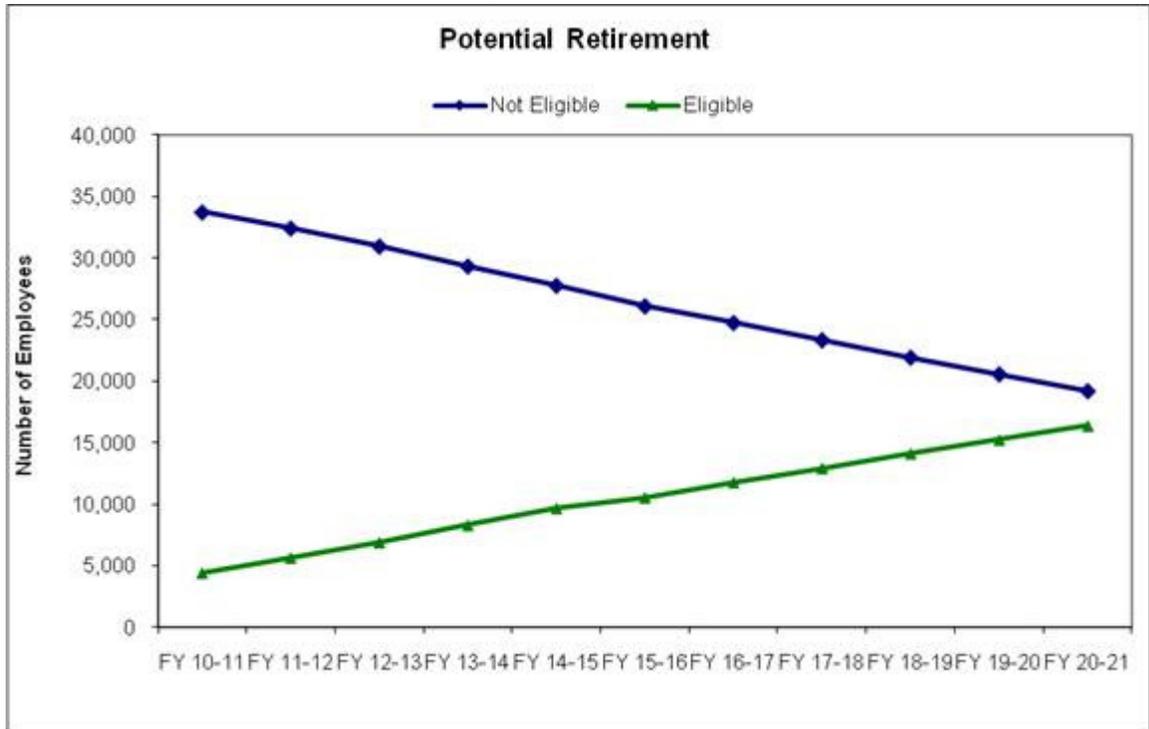
**Response:** As reported in 15-a, the Department anticipates possible higher turnover rates in the future. Table 3 shows the percents of retirement-eligible employees actually retiring from the State personnel system during the past five years.

**Table 3 – Percent of Retirement Among Eligible Employees**

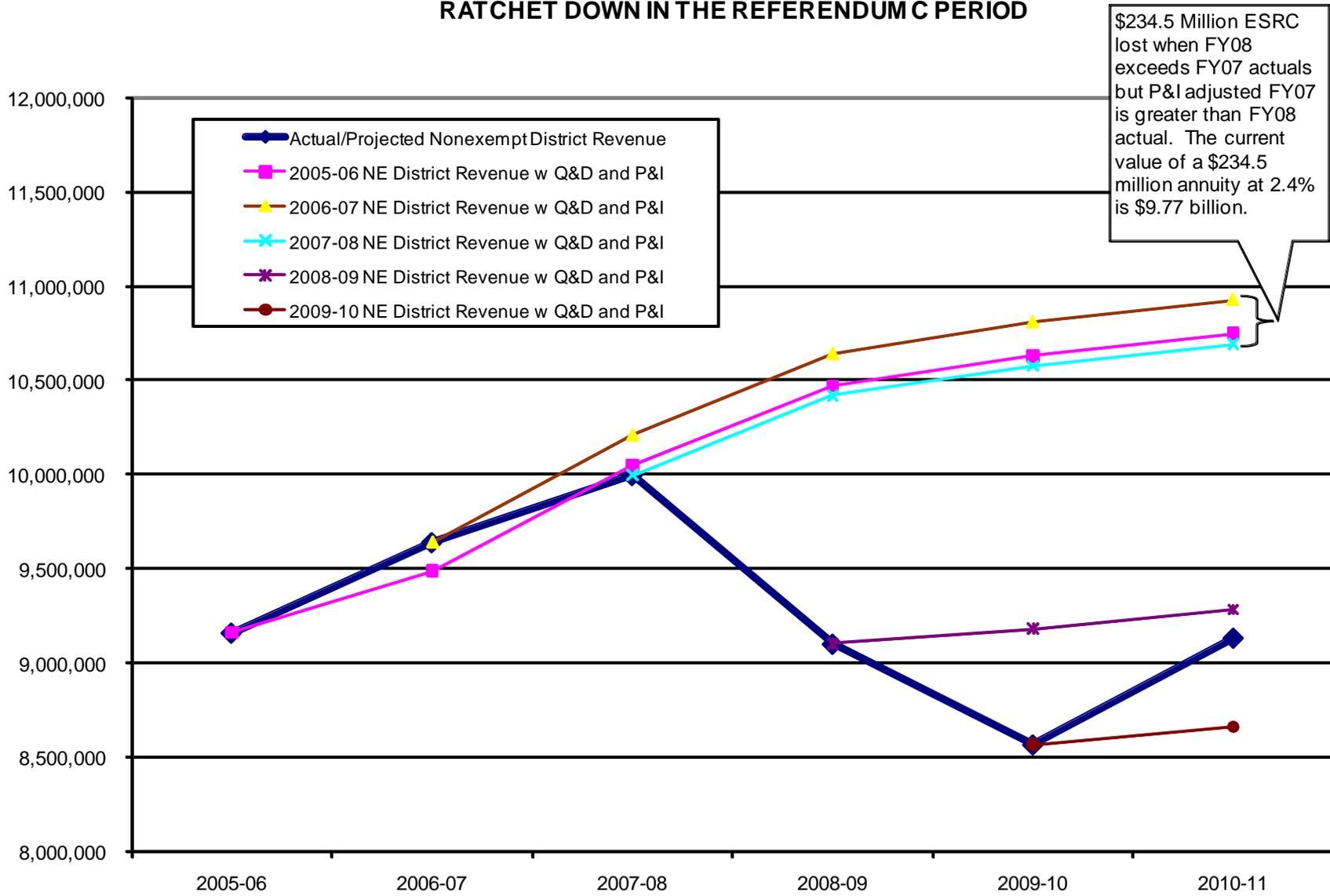
<b>Fiscal Year</b>	<b>Retirement Rate</b>
FY 2006-07	19%
FY 2007-08	20%
FY 2008-09	15%
FY 2009-10	19%
FY 2010-11	15%

The Department would like to note the inherent difficulty in projecting retirement rates. This decision is entirely up to the employee and can be subject to a number of economic and personal decisions that cannot be forecasted. However, as a reference for the potential impact of retirements, the Department has prepared Chart 4 using these basic assumptions: 1) continuing 15% of retirement rate for the next four years; and 2) by increasing the rate to 20% for another six years, the State still shows a large portion of the workforce eligible to retire.

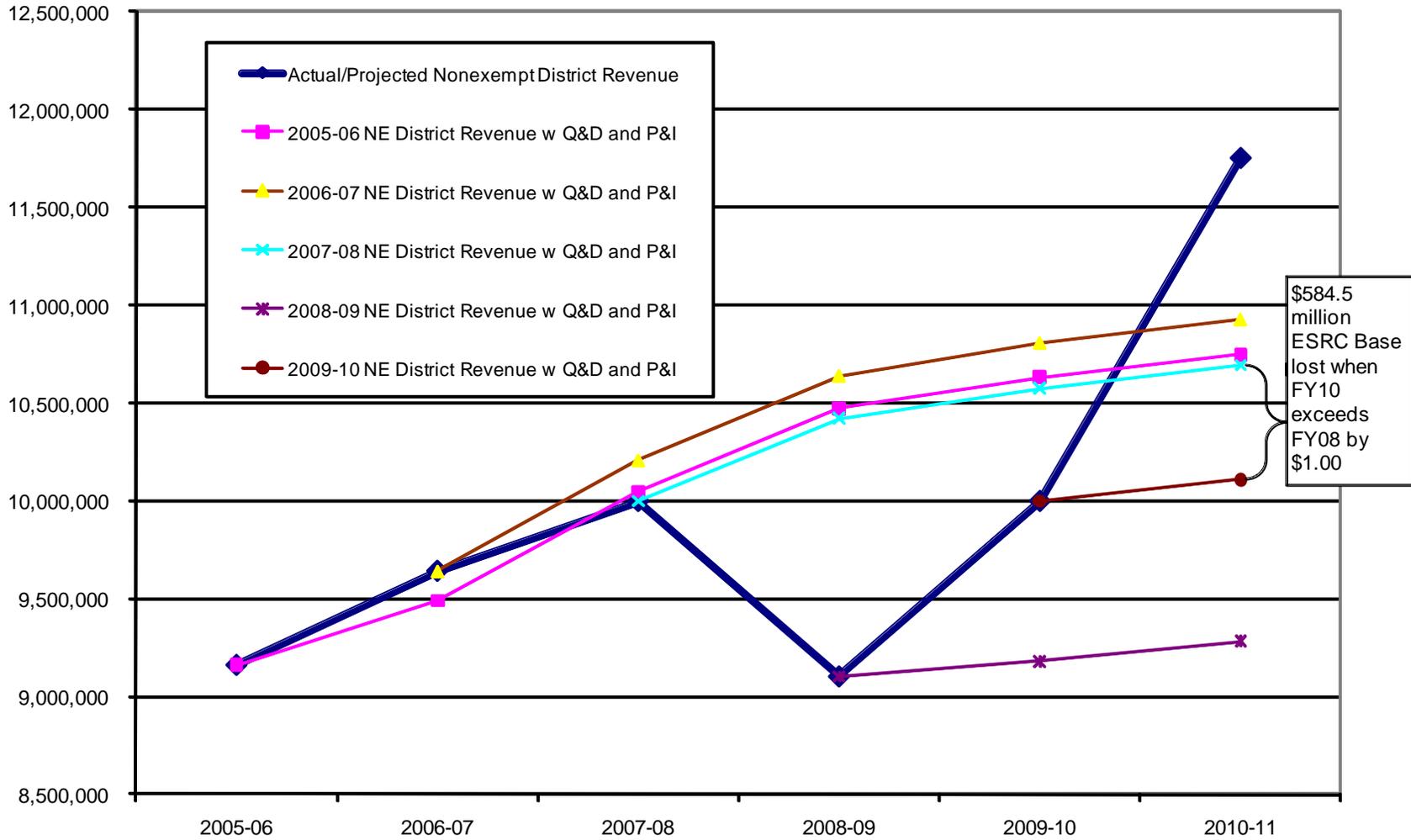
**Chart 4 – Projected Potential Retirement**



### RATCHET DOWN IN THE REFERENDUM C PERIOD



### DECLINING THEN INCREASING REVENUE



Department of Personnel and Administration  
Schedule 10  
FY 2011-12 Budget Request

Schedule 10 - DPA Non-Common Policy										
Priority	Number	Division	Request	Requires Legislation?	FTE	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
<b>Decision Items</b>										
	DI - 1	Division of Accounts and Control - Controller	OSC Debt Issuance and Post Issuance Compliance	No	1.0	\$83,544	\$83,544	\$0	\$0	\$0
<b>Total - Decision Items</b>					<b>1.0</b>	<b>\$83,544</b>	<b>\$83,544</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Base Reduction Items</b>										
					0.0	\$0			\$0	\$0
<b>Total - Base Reduction Items</b>					<b>0.0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Non-Prioritized Items</b>										
	NP - 5	All	2% Across The Board Personal Services Reduction	No	0.0	(\$127,157)	(\$127,157)	\$0	\$0	\$0
	NP - 6	All	Prorate benefits for Part Time Employees	No	0.0	(\$14,605)	(\$6,349)	\$0	(\$8,256)	\$0
	NP - 7	All	PERA 2.5% Swap	No	0.0	(\$485,722)	(\$160,447)	(\$58,391)	(\$266,884)	\$0
	NP - 9	All	NP-9 Printing of Statewide Warrants and Mainframe Documents	No	0.0	\$1,461	\$352	\$175	\$934	\$0
	NP-10	EDO	NP-10 Annual Fleet Vehicle Replacement	No	0.0	\$15,800	\$0	\$0	\$15,800	\$0
	NP-11	OAC	Repayment of Federal Participation in Fund 611 - Technical	No	0.0	\$258,200	\$0	\$258,200	\$0	\$0
<b>Total Non Prioritized Items</b>					<b>0.0</b>	<b>(\$352,023)</b>	<b>(\$293,601)</b>	<b>\$199,984</b>	<b>(\$258,406)</b>	<b>\$0</b>
<b>DPA Non-Common Policy Total</b>					<b>1.0</b>	<b>(\$268,479)</b>	<b>(\$210,057)</b>	<b>\$199,984</b>	<b>(\$258,406)</b>	<b>\$0</b>
Schedule 10 - DPA Common Policy										
Priority	Number	Division	Request	Requires Legislation?	FTE	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
<b>Decision Items</b>										
	State Wide DI - 1	State Wide	Annual Fleet Vehicle Replacement	No	0.0	\$2,951	\$0	\$0	\$2,951	\$0
	State Wide DI - 2	State Wide	Printing of Statewide Warrants and Mainframe Documents	No	0.0	(\$16,325)	(\$16,325)	\$0	\$0	\$0
<b>Total - Decision Items</b>					<b>0.0</b>	<b>(\$13,374)</b>	<b>(\$16,325)</b>	<b>\$0</b>	<b>\$2,951</b>	<b>\$0</b>
<b>Base Reduction Items</b>										
					0.0	\$0			\$0	\$0
<b>Total - Base Reduction Items</b>					<b>0.0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Non-Prioritized Items</b>										
	NP - 1	Central Services	DOA Brand Assessment	No	0.0	\$5,713	\$0	\$0	\$5,713	\$0
<b>Total Non Prioritized Items</b>					<b>0.0</b>	<b>\$5,713</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,713</b>	<b>\$0</b>
<b>DPA Common Policy Total</b>					<b>0.0</b>	<b>(\$7,661)</b>	<b>(\$16,325)</b>	<b>\$0</b>	<b>\$8,664</b>	<b>\$0</b>
<b>Grand Total</b>					<b>1.0</b>	<b>(\$276,140)</b>	<b>(\$226,382)</b>	<b>\$199,984</b>	<b>(\$249,742)</b>	<b>\$0</b>