



MAKING STATE GOVERNMENT MORE EFFICIENT FOR YOU

BY BILL RITTER, JR.

One of my goals as governor is to ensure that Coloradans get the highest value for every state tax dollar and that the state workforce delivers the most efficient services possible for our customers – you and your fellow taxpaying citizens.

To that end, I recently presented the comprehensive Government Efficiency and Management (GEM) Performance Review. After a year of analysis, the GEM review offered more than 90 recommendations that will be leveraged into \$205 million worth of cost-savings, customer-service efficiencies and other benefits over the next five years. As every state employee knows, in an already-lean budget, that's quite an accomplishment.

These recommendations will have a positive, concrete impact on our operations over the next five years and beyond. They are not abstract or wishful thinking; they are the result of an interactive process that involved hundreds of state employees who do the work and deliver services every day. It's gratifying to see your input result in action, and I hope that those of you that participated in the GEM's survey process take a moment to appreciate the role you and your fellow employees have played in this important initiative.

This is not the first Colorado government efficiency report. In 1976, Gov. Lamm reorganized departments to improve efficiency. In the 1980s, Gov. Romer directed state government to run more like a

business. And in 2000, Gov. Owens looked to technology solutions to help solve some of state government's challenges.

The 2008 GEM Review builds on all of those efforts. The recommendations and cost-saving potential are real because we are fundamentally changing the way state government operates. Many of the GEM recommendations involve 21st century technology to make Colorado government work smarter and better. A few of the recommendations will result in big-dollar savings – what I call the “home runs.” Many others offer modest, common-sense solutions that add up to create a critical mass of savings and improvements – the “base hits.” A few examples of both:

The Department of Revenue is setting up a Fraud Detection Fellowship to teach local law officers how to stop identity theft. As a bonus, the department will be able to work down a backlog of fraud investigation cases at very low cost. Different parts of government working together can create a win-win solution.

Sophisticated software is being applied to reduce Medicaid fraud and save millions of dollars.

Best practices and lessons learned from other states will be applied to how we consolidate data centers and better coordinate job training with cash assistance for needy families.

Old fashioned business reorganization should yield better customer service and some savings in the Department of Agriculture.

One of the most productive aspects of the GEM Review process was that we let smart and dedicated state employees drive the solutions. One of the

12,000 state employees responding to the statewide GEM survey suggested that the state team up with the U.S. Postal Service to improve the state's massive address database. This fiscal year, Colorado will be the first state to utilize Postal Service software to receive postage discounts and avoid penalties that come with undeliverable mail.

Likewise, Colorado Department of Transportation employees suggested that sometimes a state engineer can do the job cheaper and better than an outside consultant. In any organization, improving processes and saving money ultimately depends on the people on the front lines. The GEM survey tapped the reserves of our most valuable asset, state employees and their institutional knowledge to find many of the efficiencies proposed by the report.

These are concrete, specific and achievable recommendations. Like any large business, issues facing state operations are complex. Abstract directions will not result in change. The GEM process, led by state employees, carefully looked at specific processes at a granular level.

The savings that will come from the implementation of these recommendations are not the end of the story. The GEM report is a great start – and improving the way we operate state government will be an ongoing priority. Thank you for all the hard work you do for our state. I look forward to continuing our working together to forward with GEM proposals and maintaining Colorado's reputation as a trendsetter in good government.

WELCOME TO THE NEW STATELINE

Welcome to Stateline's new look and new commitment to providing state workers with important information about employment with the State of Colorado. Beginning with this August 2008 edition, Stateline will be your monthly electronic news magazine containing information from various departments of State government, as well as updates from the Governor's office and activities in the legislature.

"The electronic format of Stateline helps us share information with employees in a more timely, efficient and complete manner," says DPA Director Rich Gonzales. "The electronic distribution method also reinforces Governor Ritter's greening of government initiative by reducing the use of paper to distribute news to employees in all four corners of the state."

Stateline will continue to be your source for up-to-date news on salary, benefits, employee wellness, and all matters of importance to workers across Colorado. Stateline is always looking for good news stories about extraordinary employee accomplishments, division or depart-

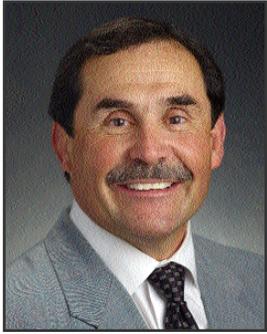
ment milestones, and news that impacts the more than 60,000 employees who keep our colleges, agencies and departments operating across Colorado. If you have a story idea, contact your Department's public information officer. Unfortunately, we can't review direct submissions.

Stateline will be distributed to you via email link on the first working day of each month; employees should look for a statewide email on that day. It will also be available on the DPA homepage: www.colorado.gov/dpa/. If you or a co-worker wish to receive Stateline in your in box and do not receive the link email, please contact your human resources office and have your email address either entered or corrected in the CPPS payroll system.



MUCH ACCOMPLISHED IN FY 2007-08

BY RICH GONZALES
EXECUTIVE DIRECTOR, DPA



With the beginning of a new fiscal year I would like to take a moment to look back at some of the accomplishments of this past fiscal year: the publication of the GEM report, full funding of the FY08-09 Total Compensation Package, creation of a State Ombuds program and expansion of the C-SEAP program. Each of these accomplishments has a direct affect on you as a member of the state workforce.

The GEM report is the culmination of a highly interactive process that allowed state employees to propose ways the state could increase efficiency while continuing to provide or improve quality customer service. Numerous employees participated in the survey process, allowing the Governor's Office to identify more than \$200 million in possible savings that could be realized over the next five years.

In my role as the State Personnel Director I realized that we were in need of a resource to provide employees with expertise on the State Classified System in a non-formal, confidential manner. Thus the State Ombuds Program was created to provide you with a safe avenue to learn about your rights within the system, or voice workplace concerns in a neutral environment. When an employee or work group meets with the State Ombud, Karen Schaefer, no records are kept and no formal processes are begun. It is simply an alternative communication tool that provides for education or conflict resolution at a primary level. The Ombud is a designated neutral voice that represents no specific party, but rather serves as a method to resolve conflicts or provide education to classified employees on the options available to them within the classified personnel system. If you would like to learn more about the Ombuds Program please go to

www.colorado.gov/dpa/ombuds/index.htm.

Another important employee oriented program is C-State Employee Assistance Program, which has been around for years providing State employees with confidential counseling on workplace or personal issues; work group, manager and supervisory consultation; conflict resolution; and food or emergency funds when needed. This program has helped countless employees maintain or regain their equilibrium when dealing with difficult workplace or personal issues that may have affected their work performance. While productivity is important, C-SEAP provides a valuable service to employees as human beings that may need a little help when getting through one of life's rough patches. I mention C-SEAP as one of the past fiscal year's accomplishments because we are expanding the program and hiring additional qualified counselors to provide services to employees located in the rural areas of the state. To learn more about the services C-SEAP provides please go to www.colorado.gov/dpa/eo/eap/.

Additionally, the annual Credit Union of Colorado's golf tournament raised \$11,000 in donations for the C-SEAP emergency fund program and enjoyed tremendous generosity from a number of sponsors. Please see the related story on page six.

While all of Colorado is struggling with high fuel costs and record numbers of foreclosures, the Governor and General Assembly showed that they support the state workforce and fully funded their Total Compensation Package. The State's contribution to healthcare benefits is up to 90% of the average employer contribution in the current market, an impressive feat when you consider that just a few short years ago we were at an abysmal 70% of the market. Additionally, the long bill provided more than \$81 million to fund salary survey adjustments and achievement raises for all employees that received a "successful" or above performance rating.

Now that we have taken a moment to look back, lets look forward to DPA's Total Compensation Recommendation for FY09-10. On August 1 of each year, DPA submits our recommendation to the Governor and the JBC and updates that recommendation on December 31. This year we are recom-



mending \$102,074,950 be provided for total compensation of the state workforce. As Colorado is facing difficult financial times, that downturn is reflected in the salary survey results for the various occupational groups. You can determine our current survey recommendation for your occupational group using the table below.

We are also asking for a total of \$85,507,171 to fund the salary adjustments (salary survey/performance pay) and \$16,567,779 to maintain the State's contribution to healthcare benefits at 90% of the market. However, in response to repeated requests that we make achievement pay more meaningful we are introducing a new mechanism to provide top achiev-

ers with spot awards for doing a great job or completing a project or difficult task. This allows state managers and supervisors the ability to reward peak performers throughout the year for a job well done. The specifics have not yet been formalized for this process, but rest assured we will keep you informed of the progress of this new aspect of the performance pay matrix.

As I mentioned earlier, the recommended salary survey adjustments are reflected in the table below, but be aware a lot can happen in the next five months when we make an updated recommendation on December 31, 2008.

Occupational Groups (# of employees)	Market Salary Increase %	Base Achievement Pay %	Total Base Pay Adjustment%
Enforcement & Protective Service (5,631)	3.14%	1%	4.17%
Troopers* (731)			6.91%
Health Care Services (3,018)	2.95%		3.98%
Labor, Trades, and Crafts (1,044)	2.76%		3.79%
Administrative Support & Related (2,195)	2.60%		3.63%
Professional Services (7,062)**	2.05%		3.07%
Physical Services & Engineering (946)	2.26%		3.28%
Appropriated Non-Classified (4,879)	2.50%		3.53%
Statewide average (25,506)	2.50%		3.53%
Non-Base Building Lump-sum Achievement Payment for 'Exceptional' Performers 2.00%			

Notes:

- The 'Market Salary Increase %' is the market adjustment by occupational group as indicated in the survey and recommended by the State Personnel Director. The average adjustment is 2.5%
 - The 'Base Achievement Pay %' is the base-building achievement pay component recommended by the State Personnel Director for all 'successful' and 'exceptional' performers.
 - The 'Total Base Pay Adjustment %' shows the final combined base adjustment to eligible employees' salaries.
 - 'Special Recognition' includes non-base cash and non-cash rewards awarded throughout the year, periodically or immediately following the event, action, or contribution, for which all employees are eligible.
- * Per C.R.S. 24-50-104(1)(a)(III)(A), salary adjustments are determined based on Trooper's defined market; the market structure increase is 3.59% and actual salary increase 5.85% after SAED.

**Financial Services will be consolidated with the Professional Services group effective 7/1/09.



JULY 1, 2008 AN HISTORIC DAY FOR INFORMATION TECHNOLOGY

BY JILL ELGGREN

OIT COMMUNICATIONS OFFICER

Tuesday, July 1, 2008 was an historic day for information technology (IT) in the State of Colorado. Senate Bill 08-155 went into effect marking the beginning of the consolidation of information technology services and functions across the Executive Branch.

Historically, IT services have been provided on an agency-by-agency basis despite having many common needs. This has resulted in fragmented services, use of disparate applications and significantly reduced purchasing power. In addition, an independent study cited this decentralized approach as a contributing factor to failed projects. With the implementation of SB08-155, the management, budget oversight and purchasing authority of IT in the Executive Branch now reside in the Governor's Office of Information Technology (OIT).

On July 1, 2008, approximately 1,100 IT professionals across 15 departments became employees of OIT. To mark the occasion, Mike Locatis, State Chief Information Officer, and John Conley, Deputy State CIO sponsored a welcome event in the Old Supreme Court Chambers at the State Capitol on July 1, 2008. Speakers included two of the 80 bill sponsors, Representatives Andy Kerr and Bernie Buescher, and former Senator Ron May. In speaking about the

history of SB08-155, Representative Buescher noted "This is the way to improve the quality of IT and transparency in government and substantially the interface with citizens." All speakers acknowledged there was a lot of hard work yet to be done, but expressed the utmost confidence in Mr. Locatis and his leadership team to not just get it done but to do it extremely well. Not only is the state fortunate to have such a strong and dedicated leadership team, we are fortunate to have an exceptional IT staff. As Deputy State CIO John Conley stated "The raw material to implement Senate Bill 155 is sitting here in the chairs and listening on the web."

Please be sure to visit www.colorado.gov/oit for more detailed information regarding the consolidation plan. If you would like to review a copy of the legislation, visit <http://www.leg.state.co.us/>



Flanked by bill sponsors and OIT Staff, Governor Ritter signs Senate Bill 08-155 into law



ANNUAL C-SEAP GOLF TOURNAMENT ANOTHER SUCCESS

This past June, the Credit Union of Colorado (formerly the Colorado State Employee Credit Union), held its seventeenth annual Charity Golf Tournament to benefit the Colorado State Employees Assistance Program (C-SEAP). This year's participants enjoyed a great day of golf at the Meadows Golf Club in Littleton and helped the Credit Union raise \$11,000 for the C-SEAP Emergency Assistance Fund.

This fund allows C-SEAP to help state employees facing financial hardships by providing short-term monetary grants to contribute to every day living expenses such as groceries and utility bills. With the sharp increases in fuel costs this tournament could not have come at a better time.

"When an employee is forced to choose between medical care, food for their children or gasoline to get to work, it is always gratifying to be able to help by stepping and taking some of the financial pressure off," said Randi Wood, Director of the C-SEAP program. "While information regarding grant recipients is confidential, I often wish our tournament sponsors and participants could see what a tremendous difference their donations can make in the life of a state employee."

The tournament was such a success due to the support and generosity of the participants and sponsors. We would like to thank the Credit Union, the participants and the following sponsors for their support of the tournament:

- 3SI Security Systems
- Auto Trek
- Automotive Avenues
- Credit Union Service Network
- Credit Union Strategic Partners
- CUNA Mutual Group
- Diebold, Inc
- Elavon Financial Institution Solutions
- Enterprise Car Sales
- Executive Compensation Solutions and SunCorp
- Fidelity National Information Services
- Fritts Insurance Agency
- H.M. Brown
- Happel & Associates
- Harland Clarke
- IC Group
- IMAC
- Integrated Media Source, Inc.
- LPL Financial
- Morgan Keegan
- Red Hawk, A UTC Fire & Security Company
- SunCorp
- Support Financial Resources
- Symitar
- Van Wagenen Financial Services



Randi Wood, C-SEAP Director, accepts check from Terry Leis, Credit Union of Colorado President/CEO.



NEW E85 FUEL SITE OPENS IN DOWNTOWN DENVER FOR STATE OWNED VEHICLES

By MEGAN CASTLE

DIRECTOR OF COMMUNICATIONS, GEO



State Fleet Management opened the first State of Colorado owned E-85 Ethanol refueling site in Denver. Located at 1555 Sherman Street, adjacent to the State Motor Pool, this site is conveniently situated and can service the State's Flex Fuel Vehicles (FFVs).

The new refueling site plays a major role in achieving the goal set forward in Gov. Ritter's "Greening Government" executive order, to reduce petroleum use by 25% by June 30, 2012. Working closely with Motor Vehicle Advisory Committee representatives, the Governor's Biofuels Coalition, and the Governor's Energy Office, among many others, State Fleet Management has developed five main strategies to assist drivers and their departments in reducing petroleum use. These include: purchasing high-technology vehicles, reducing the number of miles driven, increasing the frequency of vehicle maintenance, using alternative fuels where possible, and looking for ways to improve driving habits.

High-technology vehicles not only offer better mileage and reduced emissions, but also an opportunity to use alternative fuels. Flex Fuel vehicles are so-called because they are flexible and can operate using either E-85 or gas. "E-85" is a renewable transportation fuel that is composed of 85 percent ethanol and 15 percent petroleum. There are currently more than 30 models of vehicles that can run on E-85, and it is estimated that there are almost 7 million flex-fueled vehicles on the road today.

Colorado's departments and agencies, such as the Department of Health, with the greatest number of Hybrid Electric Vehicles, are increasingly adding high-technology vehicles to their opera-

tions. With approximately 6,000 vehicles in the State Fleet Management program, currently 687 are Flex Fuel vehicles; 75 are Hybrid Electric, and over 200 are Diesel. State Fleet Management expects to add 300 Flex Fuel vehicles and 200 Hybrid Electric vehicles to the program in FY 2009, and is proposing to increase those numbers by at least 5% each year.

The use of biofuels such as E85 will help the state government reach its goal of reducing petroleum 25% by 2012. Using an ethanol mix rather than petroleum could reduce greenhouse gas (GHG) emissions by 18% to 28% on a per-gallon basis when the complete life-cycle of the fuel is considered. By replacing petroleum with domestically produced renewable fuels where possible, Colorado hopes to lower costs, reduce air pollution and smog, and support the state's new energy economy.

If you would like to find out more about the new refueling site, or other biofuels locations across the state, please call State Fleet Management at 303-866-5222 or visit the State Fleet website. State employees have a unique opportunity to dramatically improve air quality in Colorado- let's all do our part by refueling our FFVs at the new E-85 station!

GREENING GOVERNMENT PRESENTS STATUS REPORT TO GOVERNOR RITTER

The Greening Government Coordinating Council spent a morning with Gov. Ritter this month to present him with an update on the council's progress towards greening Colorado's state government.

Each council representative greeted the Governor with a quick report on their department's accomplishments, which ranged from a building automation system that will result in \$1.88 million in annual savings for the Department of Human Services to eliminating Styrofoam in the 8th Judicial District workplace. Read the entire Greening Government Status Report on the GEO website at www.colorado.gov/energy/.



GOVERNOR'S STAR AWARDS RETURN

After a year hiatus the Governor's State Top Achievement Recognition (STAR) Awards are back and better than ever. In past years we tried to align the award ceremony with the annual national public employee celebration/appreciation that takes place in early May. This led to a number of scheduling difficulties because the national events coincided with the last week of our legislative session. This year the award ceremony will move back to the fall Wednesday, October 15th and the Governor is scheduled to present the awards to the winners. So please mark you calendar now and planning on attending!

More details on the ceremony will soon be available, but now is the time for you to review the award categories and nominate your fellow

deserving employees. Some award categories have been modernized to reflect Colorado's current vision and include: Outstanding Service, Manager/Supervisor of the Year, Employee of the Year, Citizenship, Green Government Initiatives, and the Government Efficiency Management (GEM) Award. Details on the categories and a nomination form can be found at www.colorado.gov/dpa/forms/dpa/star08nom.asp.

The deadline for nominations is Friday, August 29, and your nominations must be approved by your department or agency's Executive Director, so please give yourself plenty of time to get that approval.

We look forward to seeing you in October as we get together and celebrate Colorado's Top Employees.

STATEWIDE EMPLOYEE STATISTICS

	May	June	July
Promotions	96	136	120
New Hires	858	733	963
Job Reclassification	2	1	9
Military	0	0	1
Demotions	15	7	21
Transfers	194	147	229
Resignations	164	189	158
Deaths	2	3	2
Terminations	28	46	20
Retirements	25	34	31
Contract/Temporary Appointment Concluded	178	244	134
Employees Laid Off	1	0	1

