



# 2005 - 2006

## REPORT

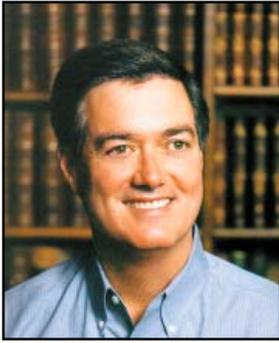
**Department of Personnel  
& Administration**

*Bill Owens, Governor*

*Jeffrey M. Wells, Executive Director*



**Cover Photo:** *The James Merrick State Parking Facility, located at the corner of Lincoln Street and 14<sup>th</sup> Avenue, in downtown Denver.*



Dear Coloradans,

It is with pleasure that I present to you the Colorado Department of Personnel & Administration's 2005 - 2006 Report. DPA is the cabinet department that serves as the business center for Colorado's \$15 billion state government. It is responsible for state facilities and real estate, as well as providing business services ranging from telecommunications and computing to administrative courts, financial accounting, purchasing, collections, insurance and risk management, printing, motor vehicles, and the State Archives. Tying all of this together is DPA's critical responsibility for managing the state government workforce - the largest workforce in Colorado.

Executive Director Jeff Wells has been a part of my administration for almost eight years. I appreciate the energy, experience and effectiveness he brings to the job. With his leadership, the hard work of DPA's dedicated men and women reaches every corner of Colorado, and reflects well not only upon them, but all of state government.

Sincerely,

A handwritten signature in black ink that reads "Bill Owens". The signature is written in a cursive, slightly stylized font.

Bill Owens, Governor

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*DPA's Pueblo Document Solutions Group Office.*



Dear Coloradans,

The Department of Personnel & Administration (DPA) is tasked with providing the state workforce with the necessary tools and resources to conduct the business of the State. During my tenure with DPA, I have had the pleasure of working with some of the most dedicated professionals our workforce has to offer. Whether the task is working to provide high quality healthcare for the best price, or ensuring radio communications between emergency first-responders, DPA employees provide dedicated support day in and day out.

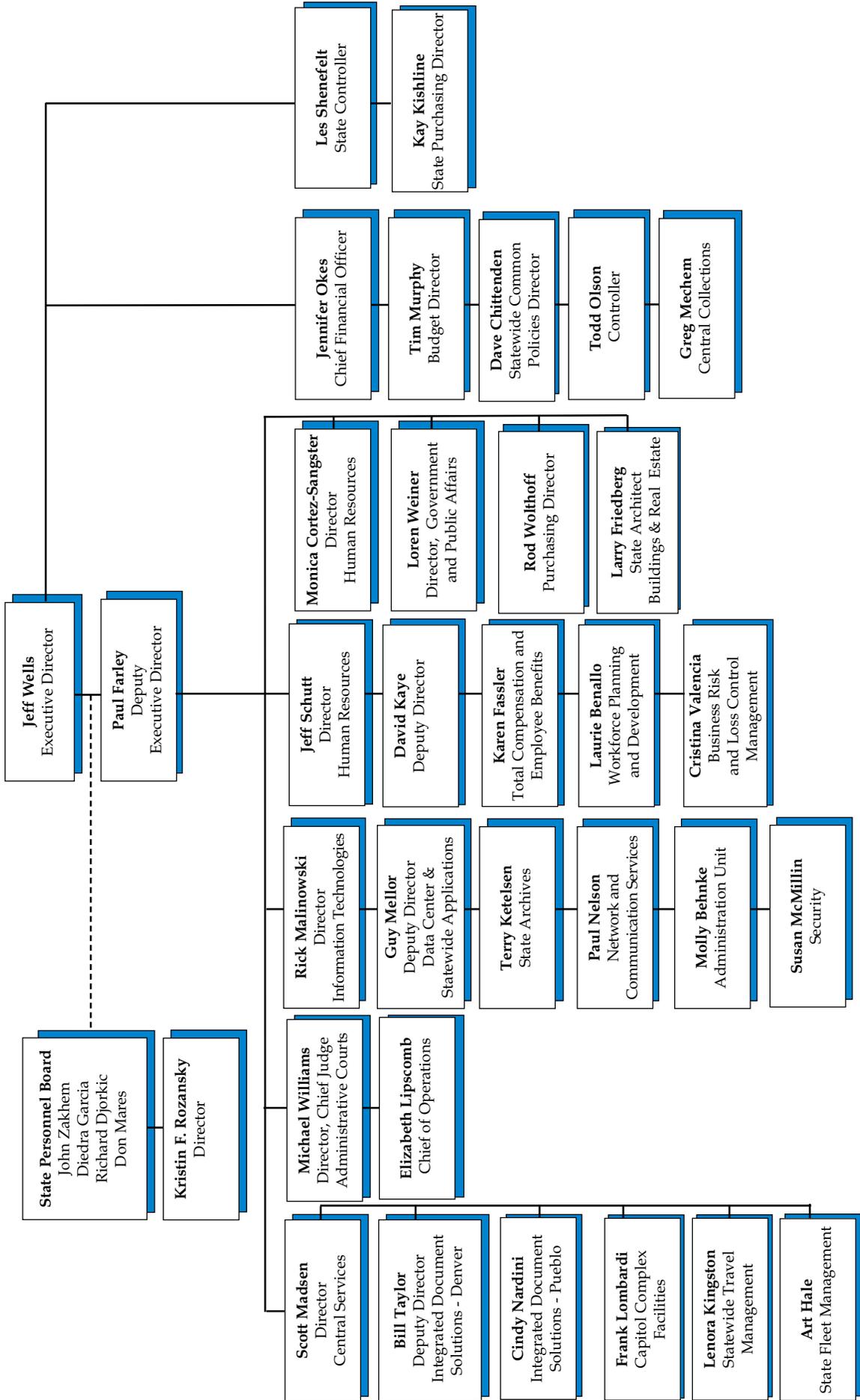
While we continually strive to provide quality services while improving efficiencies, our main goal is customer service. A partial listing of recent accomplishments include:

- The design and construction of the first new state building in the Capitol Complex in thirty years, the James Merrick State Parking Facility – a secure, state-of-the-art project that meets parking needs for both employees and civic/cultural groups in the downtown area - built without any public tax funding.
- Completing Colorado’s statewide fiber-optic telecommunications infrastructure. The Multi-Use Network (MNT), bringing high-speed Internet and broadband access to all 64 counties. This project is particularly significant with its potential for educational and economic impact on rural Colorado.
- In order to retain and recruit the best, brightest, and most qualified individuals to public service, DPA consistently advocates for competitive funding of salaries and benefits, and provides meaningful incentives for higher-performing employees.
- Our ongoing renovation of the State Capitol to improve the fire protection and other safety and security issues. We are presently in the third year of this four-year project.
- Sales of surplus state fleet vehicles through eBay, assuring the broadest possible market. In Fiscal Year 2005, the state sold 208 vehicles on eBay for over \$650,000.

The following pages detail these and other accomplishments by the dedicated and professionally talented people of DPA. It is my privilege to serve with them on behalf of the citizens of Colorado.

Sincerely,

Jeffrey M. Wells  
Executive Director



# Department of Personnel & Administration

# Department Profile

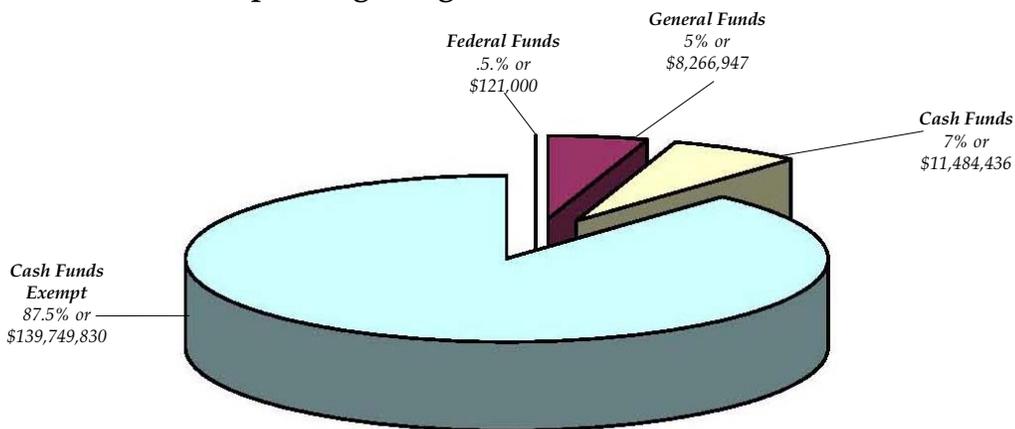
We are responsible for the State's 60,000 employees -- the largest employer in Colorado -- and for more than \$8 billion in state facilities and real estate (including the State Capitol Building), as well as business services ranging from telecommunications to administrative hearings. We have made it our mission to provide our fellow state employees with only the best. With this in mind we have made Customer Service, Credibility, and Communication our motto, which we call the "Three Cs."

In order to more effectively fulfill our mission of focusing on the "Three Cs" the Department is aligned to focus on the organization's structure, business processes, and responsibilities. After receiving input from our department management team and with an eye towards improving our ability to serve both our internal and external customers, we realigned some aspects of the organization to make more efficient use of the public resources with which we've been entrusted.

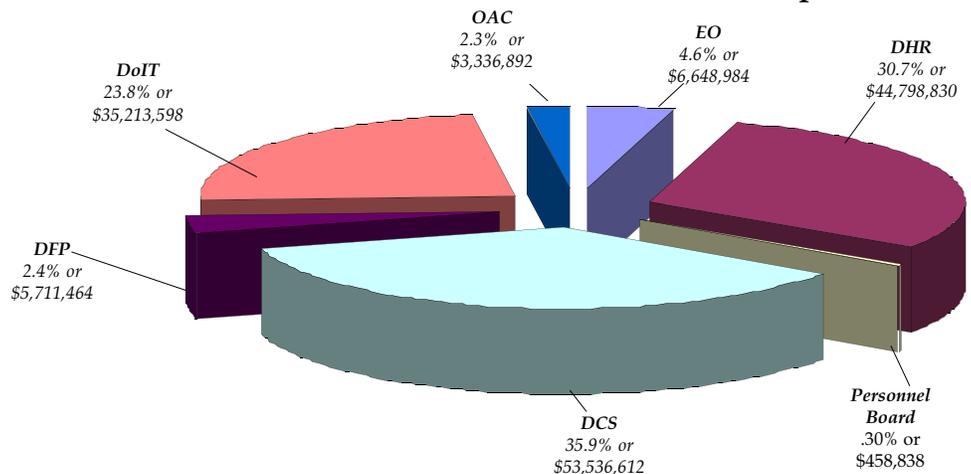
## Funding

The Department is financed mainly through "cash funds exempt," which are obtained through the sale of services to other government agencies and political subdivisions. The remaining monies come to the Department from the state general fund, special cash funds, and federal funds.

**FY '05-'06 Operating Budget**



**FY '05-'06 Expenditures**



## Executive Office



*Paul Farley, Deputy Executive Director*

Paul manages the Executive Office and serves as the Department's chief operating officer. He works with senior managers to troubleshoot day-to-day problems, oversees department-wide projects, and coordinates communication strategies. In addition, he is responsible for DPA's policies, the general administration of the Department, and leads major initiatives.

*Monica Cortez-Sangster, Director of Human Resources*

Monica heads DPA's Human Resources Unit, which handles all position evaluations, announcements, and selections, as well as playing a key role in the development of various workplace policies. The Unit assists appointing authorities in working effectively within the civil service system and provides greater consistency across the Department in the handling of personnel-related issues.



*Loren Weiner, Director of Government and Public Relations*

Loren serves as the Department's primary point of contact with the General Assembly. She develops and advocates the Department's positions on proposed legislation and responds to inquiries by legislators, legislative staff, and constituents.



*Rod Wolthoff, Purchasing Director*

Rod supervises the purchasing agents and contract administrators, while overseeing the negotiation and management of 500+ active contracts and \$35 million in annual procurements. He also serves as the Department's Ethics Officer.





*Jennifer Okes, Chief Financial Officer*

Jennifer manages DPA’s Financial Services Unit, which provides financial management, and budgetary control for the Department. This unit is responsible for departmental and statewide budget development, monitoring, tracking, projection and analysis; coordination of legislative and fiscal analysis; calculation of statewide common policies; and serves as the primary DPA contacts for the Governor’s Office of State Planning & Budgeting, the Joint Budget Committee and budget and fiscal officers statewide. As the Chief Financial Officer, Jennifer is the Department’s strategic business partner in managing the financial environment to ensure DPA’s programmatic needs and customer needs are met.

*Todd Olson, Controller and Chief Information Officer*

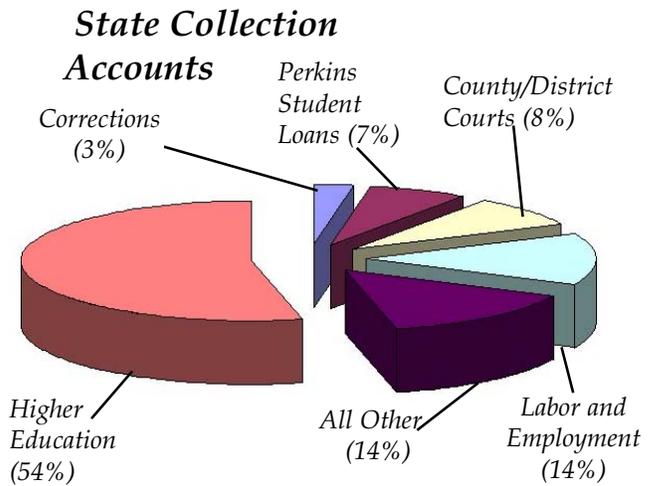
Todd serves as departmental controller, responsible for the financial affairs of the Department, ensuring accurate financial reporting, and compliance with applicable rules, laws & regulations. Todd is the Department’s Chief Information Officer who also oversees the information technology infrastructure to provide the necessary desktop support, application systems support, and security services to achieve the department’s business objectives.

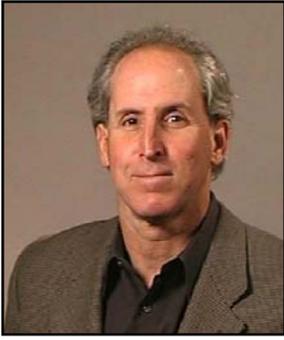


*Greg Mechem, Central Collections Services (CCS) Manager*



CCS is the central accounts receivable function for debts owed to state agencies, departments, and institutions, after initial collection efforts have been unsuccessful. CCS operates through in-house collection efforts (including direct calls, garnishments, and offsets), as well as retained counsel, and collection agencies on contract with the unit.





*Larry Friedberg  
State Architect*

## *Office of the State Architect*

The Office of the State Architect integrates statutory oversight responsibilities with comprehensive design, construction, and real estate expertise in order to provide assistance and training to state agencies and institutions relating to general-funded capital construction and all aspects of real estate transactions.

In December 2005, the new James Merrick State Parking Facility opened on the corner of Lincoln Street and 14<sup>th</sup> Avenue in downtown Denver. This new facility eliminated an employees waiting list by providing over 660 new spaces. By statute, DPA is responsible for managing all state parking facilities in the Capitol Complex area, and is required to charge employees a reasonable fee based upon an annual survey of private parking facilities in the area. Recent increases in private sector parking rates enabled DPA to build the new parking structure through the use of certificates of participation, which will be paid off by the parking fund, so no General Fund money was used for its construction.

The State Capitol, built in the 1890's is currently undergoing upgrades to bring the building into compliance with current safety standards. The Capitol Life Safety Project is jointly funded by a grant from the Colorado Historical Fund and capitol construction funds, and is projected to be complete in Fall 2008.

This office also oversees a Governor's executive order on requiring the use of energy performance contracting as a means to fund needed capital improvements in state facilities; to date the State has received an additional \$24 million in capital improvements, paid for by guaranteed energy savings.



*Renovations underway in the State Senate Chamber.*



*Les Shenefelt*  
*State Controller*

## *Office of the State Controller*

The mission of the Office of the State Controller (OSC) is to provide leadership, oversight, and guidance to state agencies and institutions of higher education in the management of the State's financial affairs.

The OSC oversees the financial affairs of the State of Colorado by promulgating the State Fiscal Rules, performing statewide financial reports, maintaining liaisons with agency financial personnel and overseeing the end-of-year financial close. The Office also manages the contracting process, performs target audit and review activities and maintains central aspects of the State's financial system including Central Payroll.

The OSC has applied for an award for excellence in financial reporting from the Government Financial Officers Association (GFOA) for the June, 30, 2005 Report. This expected award will mark the ninth year in a row that Colorado has received this honor.

### **State Purchasing Office (SPO)**

The SPO promulgates the State's procurement rules (other than bridge and highway construction), handles vendor appeals related to bid protest decisions, and administers over 300 price agreements. The Office also maintains the on-line solicitation publication system for all statewide competitive procurements, conducts procurements for various agencies and departments, manages the procurement card process, conducts statewide training in public procurement, runs the small business development program for state procurement, and performs oversight and generally establishes policy relating to public procurement.

One program in particular, the Procurement Card Program, exceeded the SPO's expectations last year. The program is on-track to exceed an annual volume of 660,000 transactions worth over \$140 million, making it one of the top five nationally (considering state budget sizes). Last year's performance audit recommended establishment of benchmarks to help agencies assess their procurement card performance, and these metrics were used during four division director one-on-one visits with CFOs. New Century Colorado estimated efficiency savings of \$9 per transaction, or over \$5 million statewide.



*Kay Kishline*  
*State Purchasing*  
*Director*



*Michael Williams  
Division Director  
and Chief Judge*

## *Office of Administrative Courts*

The Office of Administrative Courts (OAC) was created in 1976 to provide an easily accessible, independent, and cost-effective statewide administrative court system. OAC holds hearings for over 30 state agencies, counties, and other entities and serves the State's citizens from three offices: the main office in Denver, the Western Regional Office in Grand Junction, and the Southern Regional Office in Colorado Springs. The operation of regional offices allows citizens to have local access to administrative hearings without having to travel to downtown Denver.

### **Casework**

OAC conducts due process hearings for workers' compensation claims, public benefits cases (including food stamps, Colorado Works/AFDC, and Medicaid), professional licensing board matters, citizen complaints under the Fair Campaign Practices Act, tenure teacher dismissal matters, and a variety of other administrative hearings. Once a decision is issued by an Administrative Law Judge (ALJ), a party may appeal that decision as appropriate.

### **Customer Service**

OAC achieves accountability to its customers through a combination of outreach efforts and data collection. Customer service surveys, inter-agency task forces and the Director's Workers' Compensation Focus Group have been of particular help in enhancing OAC's quality. By entering into substantive discussions with stakeholders, OAC has been able to learn about customer expectations and has been able to educate users as to the myriad of different operations for which the agency is responsible.

### **Training**

In May 2001, Governor Owens issued an Executive Order designed to strengthen Colorado's administrative justice system. The Executive Order raises professional standards for all administrative adjudicative personnel, including ALJs, hearing officers, and referees. It requires all ALJs to abide by the Colorado Code of Judicial Conduct – the same professional standards applicable to all county, district, and appellate judges. Notably, OAC provides training on these standards to the State's ALJs and is developing similar standards of conduct for hearing officers and other administrative adjudicators. OAC has hosted and presented the State's annual training on judicial ethics for administrative adjudicators, drawing upon its own experienced and knowledgeable judges. Attendees are not charged and the bulk of the production costs are borne by OAC.

Internally, OAC has regularly scheduled staff meetings during which trends and changes in the law are discussed. ALJs are regularly trained in mediation techniques and attend seminars on Medicaid Eligibility and Appeals, as well as current workers' compensation law developments.



*Elizabeth Lipscomb*  
*Chief of Operations*

### **Quality Review**

In 2005, DPA established the Administrative Law Judge Performance Commission, comprised of 5 judicial and 4 public members, patterned after the State Judicial Performance Commission. The Commission is charged with reviewing decisions, observing hearings and compiling survey data to assess ALJ performance. Originally intended to evaluate OAC's ALJs, the Commission's responsibility has expanded to include reviewing the performance of ALJs who are employed by the State Personnel Board and the Industrial Claims Appeals Office. Importantly, the Commission is the first of its kind nationally and is a bold commitment to promoting the integrity and quality of the administrative justice system.

### **E-Services**

In furtherance of its long-term goal for an expansive web-based provision of services, OAC has purchased a comprehensive case management software system. Work is underway to strengthen data integrity, to track ALJ productivity and to further develop OAC's user friendly website. E-services include scheduling hearing dates, issuing and serving decisions and orders electronically, and providing customers with access to a searchable database of decisions and orders. The use of web-based services saves customers and OAC money and time.





*Scott Madsen*  
*Division Director*

## *Division of Central Services*

The Division of Central Services (DCS) provides support and service needs for State agencies in the areas of State buildings and facilities, grounds maintenance, State fleet vehicles and motor pool services, commercial art, printing, duplicating, imaging, microfilming, data entry, copiers, mailing, State identification cards and administration of the Statewide Travel Management Program.

The Division's three long-term goals are: (1) create the highest possible value to our customers (2) develop and sustain a thriving team of employees and, (3) be recognized as industry leaders. DCS is able to provide competitively priced and high value services through solid management and consolidated service programs. Because of its sizable customer base, the Division is able to coordinate and control common support services while providing lower costs through economies of scale and volume. The Division works hard to position itself as the "First Choice for Service" for all state departments and agencies.

### **Statewide Travel Management Program**

The Statewide Travel Management Program is charged with overseeing state employee travel for all state agencies and institutions of higher education, to foster fiscal accountability and bring significant financial savings to the State. The program has several responsibilities including evaluating commercial travel vendors to identify the most favorable rates and travel services for state employees and establishing a uniform credit card system for all direct billings related to travel.

To examine potential improvements in the program, a working group comprised of representatives from various state departments, institutions of higher education and other states' travel management programs was formed. Recommendations from the group included increased use of the State's travel card, defining responsibilities for department Travel Compliance Designees, improving data collection, and modifications to vendor agreements. DCS will continue to implement these recommendations in an on-going effort to improve oversight of the program.

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

SFM provides management oversight for all of the approximately 5,500 light duty vehicles in the fleet program. Throughout the life of the vehicle, SFM provides vehicle purchasing, management of maintenance, repairs and preventative services, collision management, remediation, vehicle reassignment and fleet monitoring and reporting. SFM also manages the sale of older vehicles.

Since 2001, SFM has been selling surplus vehicles through eBay, assuring that the vehicles get the broadest exposure possible. In Fiscal Year 2005, the State realized \$653,352 in revenue from 208 vehicle sales on eBay, an average of \$3,141 per vehicle. Many of the vehicles are sold to out-of-state buyers.

State Fleet Management innovated an ambitious web integration project with the CARS system. The interface, known as "MyFleet," enables statewide Fleet customers with internet access to log into CARS without desktop software. Now, vehicle coordinators and operators can easily access due dates for maintenance requirements, enter monthly odometer readings, request fuel cards, and view fiscal year end mileage and utilization projections. This year SFM plans to roll out budget projection tools, interactive requests for internal vehicle re-assignments, code changes, and more.

These tools facilitate effective vehicle management for the state and its employees.



*Bill Taylor  
Deputy Division  
Director*

### **Integrated Document Solutions**

Commercial design services, large-scale print operations and state of the art mail services are consolidated at a single facility under the umbrella of Integrated Document Solutions. This integrated all-purpose service center offers an efficient and cost effective production and distribution system to fulfill the needs of customers. In addition, IDS offers a full range of information capture and long-term imaging services such as micrographic imaging, digital data entry, digital imaging, and indexing for database retrieval. IDS also offers real time storage and retrieval solutions through the Electronic Document Warehouse (EDW) and on-line web applications. IDS operates facilities in both Denver and Pueblo. One of the synergies achieved by combining all these services is improved communication and cooperation between the various functional units allowing IDS to offer more comprehensive solutions and higher value to their customers. This, coupled with the cost savings due to increased efficiency, has supported DPA's focus on customer needs, and on helping customers address the recent budget crunch.

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### **Capitol Complex Facilities**

Capitol Complex is responsible for the property management and maintenance for all state buildings located downtown and at the Lakewood, Grand Junction, and North Campus Denver locations. It is this unit that is responsible for maintaining state buildings' and grounds,



providing environmental adjustments for buildings occupants (heating, cooling and ventilation) and seasonal services such as leaf and snow removal.

Capitol Complex assisted with the original rollout of the State Employee Wellness Center. The Wellness Center is a member-funded, privately managed pilot project designed to provide better access to wellness programs and facilities to state employees in the Capitol Hill area. This pilot program is an attempt to provide employees an option to continue or begin a fit lifestyle. As health-care costs continue to rise, taking more control over health and fitness decisions can improve workplace performance, strengthen morale, and in some cases help reduce insurance costs.



*Jeff Schutt*  
*Division Director*

## *Division of Human Resources*

The Division of Human Resources provides expertise, leadership, and consultation in the development and strategic management of statewide human resources and protection of state assets. The Division is organized to align its resources with its strategic vision in three business sections: Workforce Planning & Development, Business Risk & Loss Control, and Total Compensation.

### **Workforce Planning & Development**

This section creates, maintains, and enhances workforce planning and assessment of HR effectiveness, recruitment and selection, organizational exit, performance management, change management and organizational interventions, and training.

The Staffing Systems Unit develops, implements and maintains the State's staffing systems, including selection process guidelines and design, succession planning, recruitment, and development and maintenance of automated systems, including the Applicant Data System (ADS), the online job announcement system, and the personnel/payroll system (CPPS). Services include: development of written multiple-choice tests for statewide use; development of selection devices for specific agency use; storage and loan of test materials; development of class entry requirements; production of the Annual Workforce Report and other special reports; development and provision of training, and guidance on veteran's preference in hiring.

The Consulting Services Unit provides comprehensive statewide human resource program management reviews and measurements to assist state agencies and institutions of higher education in eliminating problems, improving management and performance, identifying and implementing "best practices" and complying with state and federal laws and regulations. This is accomplished through a variety of periodic or special audits of each state agency and institution of higher education and meeting with professional human resources staff. This unit also provides a range of professional human resource services, including oversight of the performance pay system; job evaluation and selection; and updating and maintaining delegation agreements between the Department of Personnel & Administration, state agencies, and institutions of higher education.

The Professional Development Center (PDC) provides flexible, interactive learning opportunities to help state employees grow professionally and excel in their work environment. With more than 77 years of combined state employment experience, the PDC's consultants understand the special challenges and opportunities that state employment brings.

### **Business Risk & Loss Control**

The Business Risk & Loss Control Section consists of the State Risk Management Office (SRMO) and the Colorado State Employees Assistance Program (C-SEAP). This section establishes professional consultation and management to help mitigate the State's losses due to employment, auto, and general liability issues, property, and workers' compensation.

#### *State Risk Management Office (SRMO)*

SRMO protects the State's human resources and financial and property assets through the administration of self insured liability, property insurance, self insured workers' compensation and loss control programs. Services provided include (but are not limited to) accident investigation, legal defense, safety training, hazard mitigation, contract review, seminar presentation, workers'

compensation medical management, and data collection. The program serves all state agencies, schools and employees except the University of Colorado as of July 1, 2006.

#### *Colorado State Employee Assistance Program (C-SEAP)*

C-SEAP is a resource available to both the employer and the employee. This program is a behavioral risk management tool that allows supervisors and managers to consult with specialists about workplace issues and/or to refer employees to the program. The C-SEAP staff is trained to assist managers in addressing multiple workplace issues: performance improvement, absenteeism, sexual harassment, drug-free workplace, violence in the workplace, unresolved conflict between individual employees or groups of employees, and any emotional, mental or personal problem which may be impacting an employee's ability to function effectively at work. C-SEAP also provides workshops, classes, and groups designed to address specific workplace concerns. Classes offered on a regular basis include Anger Education, Dealing With Difficult People, and Conflict Management. In the event of a crisis at work, C-SEAP provides on-site stress management groups, grief and loss groups, and organizational consultation.



*David Kaye  
Deputy Division  
Director*

#### **Total Compensation**

One of the key components of DHR's human resource strategies is to move toward a flexible total compensation program that recognizes and maximizes the State's total investment in its workforce. To achieve its total compensation vision, DHR will continue to close the gap in contributions to group benefit plans – which has gone from approximately 44% of prevailing market practice to 66% on July 1, 2005, and went to 75% on July 1, 2006. The Compensation Unit also – maintains market competitive salary ranges and ensures that no employee is paid below the minimum of his or her salary range; uses performance as the basis for employee salary adjustments and performance-based pay as the means for moving upwards through a salary range; and advocates for the governance to move toward a true cafeteria-style total compensation program.

The Compensation Unit is responsible, by statute, for maintaining the State's job evaluation and compensation systems, including establishing job classes and setting pay. A "job evaluation system" is a method of grouping individual job assignments into different job categories (called "classes") based on the nature of the work in order to provide an efficient way for the State to organize its approximately 31,500 different individual position assignments and ensure the equitable pay of employees performing similar work.

The Employee Benefits Unit administers the employee group benefits plans, the State of Colorado Deferred Compensation Plan, and the State of Colorado Defined Contribution Plan. The unit provides the initial design of the employee benefit programs as well as the subsequent contractual, administrative and financial management of these benefits programs. In its efforts to bring employees affordable health plans, employee benefits did extensive analysis on returning the State to self-funding its group medical and dental plans, which led to a return to self-funding on July 1, 2005.



*Rick Malinowski*  
*Division Director*

## *Division of Information Technologies*

The Division of Information Technologies (DoIT) has the responsibility of effectively managing the Mainframe Operations-Computing Services, Multi-Use Network and Network Services, and Digital Trunked Radio projects. In an effort to achieve this challenge, the Division is organized into the following major business units – Data Center and Statewide Applications, Network and Communication Services, Security, Business Services, and State Archives.

### **Administration**

This unit focuses on the management of the internal business functions of DoIT. Budget preparation and monitoring, service billing, personnel actions, procurement and rate setting are all areas in which this unit plays a crucial role. In late 2004, DoIT finished implementation of new billing rates known as “Truth in Rates”. Updating the rates to capture true operating costs was a State Audit Committee requirement along with being a Division strategic objective. Significant programming changes were implemented to facilitate the rate changes. Four network services billing systems were updated: MNT/Systems Network Architecture, phone long-distance, phone equipment, and Digital Data Network /Legacy. Computing services’ rates were completely revised to reflect changing services. Allocated billing remains in place.

### **Data Center and Statewide Applications**

Computing Services is responsible for the management and operation of the State’s information data center. This group is separated into operational support and technical support. The unit’s responsibility requires the maintenance and operation of the data center on a 24-hour, seven days a week basis. It is also responsible for maintenance and operation of operating software, including databases.

The annual test of the State’s disaster recovery capability was successfully completed at a secure and redundant remote mainframe computing facility. An additional billing system was added to the repertoire of systems that can be executed in the event of a disruption in the state’s computing resources. This year’s test could be graded as exceeding any prior test. Once again, the Data Center has proven it is fully capable of restoring the mainframe system and the communication connection between the recovery site and the State’s network. During the test this year the baseline moved to eight hours for total system recovery.

### **State Archives**

This office is the legal repository for selected historical and contemporary records and information generated by state and local governments. It works to ensure the preservation of the State’s permanent legal records and information and to promote their use by the citizens of Colorado. Information and research services are also provided for citizen access to public records created by the legislative, executive, and judicial branches of state government. The office worked with all departments, the Office of Innovation & Technology, the State Internet Portal Authority and the Governor’s Office in redesigning and deploying a new state home page design. The State Archivist is the State’s records management expert. Over 20 records schedules have been revised in the last 18 months.

## Network and Communication Services

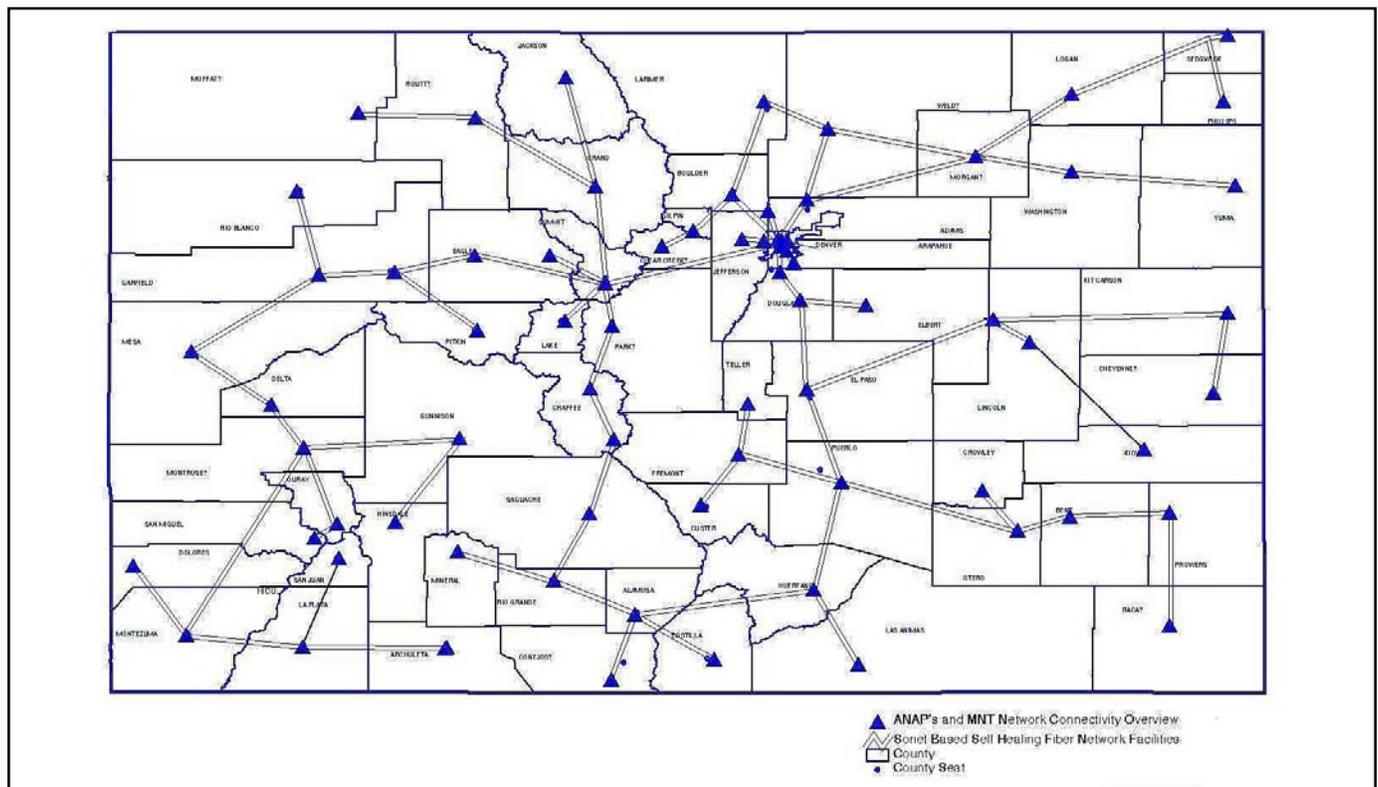
This group provides the information network backbone for the statewide communications network, providing both wired and wireless services including voice, video, and data. A primary purpose of the state network is to carry two-way voice traffic for the Colorado State Patrol, Departments of Corrections, Transportation, Natural Resources, and local public safety agencies.



Guy Mellor  
Deputy Division  
Director

### Multi-Use Network (MNT)

The MNT was developed to improve economic development opportunities across our state by creating the necessary incentive for the private sector to upgrade equipment and capabilities to deliver data, voice, and video services to every county in the state. Establishing a single statewide network that links all sites with the same level of capabilities provides an equal opportunity to participate in the new economy such as distance learning and tele-medicine, supporting growth in existing and new industries. The primary objective of the MNT is to “bridge the digital divide” by providing broadband access to remote counties so that the State’s rural areas can have the same communication opportunities that are available in more urban areas.

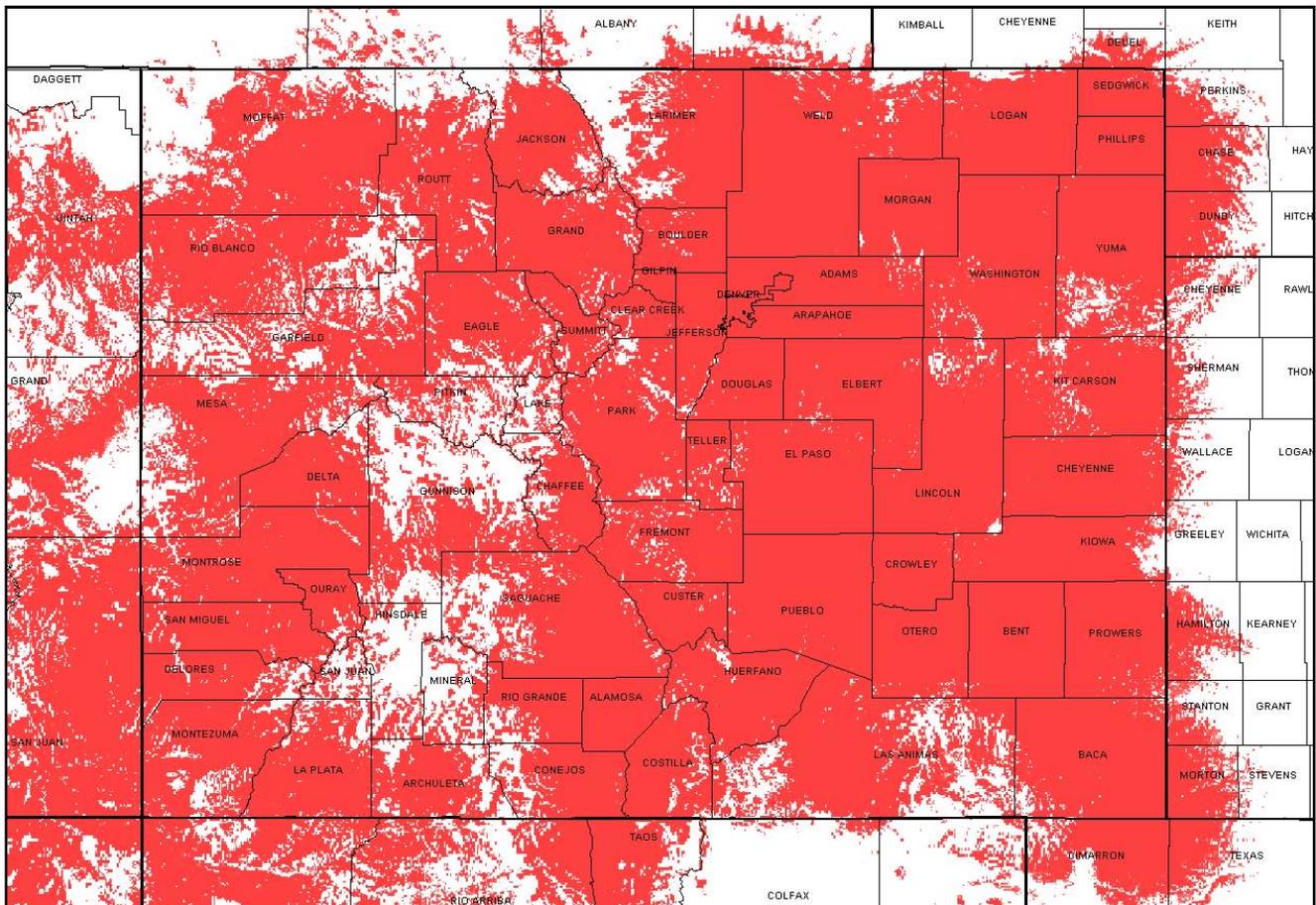


MNT Communication Service Areas

Since January 2005, new MNT circuits were added to the State IP network and seven new DSL (Digital Subscriber Line) sites were activated on the MNT this year. The 3-year MNT project build-out is complete. Qwest and its strategic partners invested approximately \$60 million in the MNT infrastructure and the State agreed to pay approximately \$9.5 million over ten years to reserve 20 megabytes per second of bandwidth at each site for public sector use. The MNT has maintained 99.99% availability for the last twelve months.

## Digital Trunked Radio (DTR)

DTR provides a seamless statewide wireless system that enables direct communication between public safety agencies that absolutely must communicate during times of emergency. DTR supports wireless voice and data communications on a single integrated system. This eliminates the interoperability issues between public safety agencies and improved statewide wireless communication coverage in support of their mission to protect life and property. Despite the ongoing capital construction freeze, DTR continues to serve an expanding user base. This project is critical to the ongoing needs for the public safety community and new homeland security efforts. Because of the availability of Wireless Interoperability Network (WIN) grants, the DTR project will add 65 new towers in the next three years. The system now had over 24,000 users statewide.



Red areas represent current DTR service coverage (020706).

## Security

This unit is responsible for the design, acquisition, maintenance, and support of information technology security for all state and local agencies using the statewide network or data center. Responsibilities include providing assessments, intrusion prevention, detection, and response, firewalls, and disaster recovery.



Kristin F. Rozansky  
Director

## State Personnel Board

The State Personnel Board is constitutionally established and has five members, each serving a 5-year term. Three Board members are gubernatorial appointees, and two have been elected by state employees. The Board's staff consists of the Director, three part-time ALJs, a legal assistant and a program assistant.

The Board's responsibilities are quasi-judicial and quasi-legislative in nature. It promulgates rules to insure that state employment is based on merit and fitness while also employing administrative law judges (ALJs) who conduct hearings on employment disputes within the state classified system, including discrimination, retaliation under the State Employee Protection Act, layoff and retention, wrongful discipline, and other employment-related issues. After a hearing is conducted, an ALJ issues an initial decision within 45 days. This decision may be appealed to the Board and, after the Board has ruled on the appeal, the Board's decision may be appealed to the Colorado Court of Appeals.

The dispute resolution program, facilitated by Board staff, undertakes settlement conferences in cases before them, facilitates settlement negotiations, and conducts mediation between state agencies and their employees.

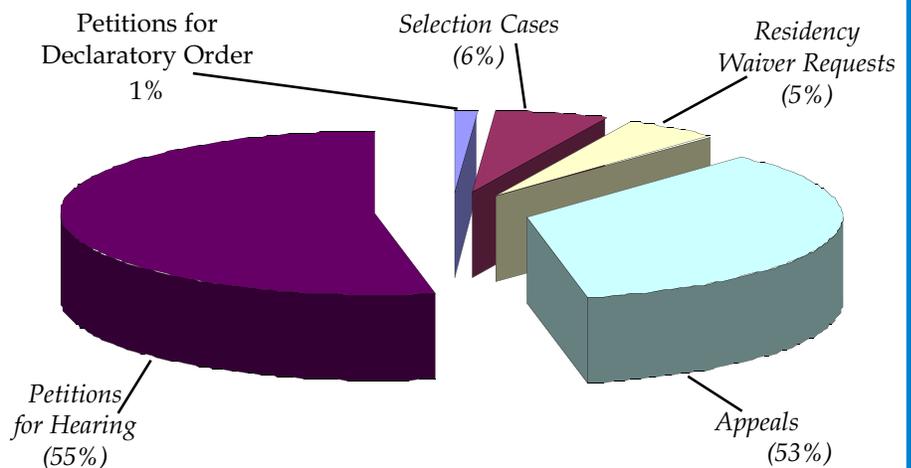
The Director of the Board has traditionally conducted training, upon request, for agencies, including training especially designed for managers and supervisors. Board ALJs are also involved in teaching continuing legal education courses through the Colorado Bar Association. In addition to these training, in December 2005, the Board conducted an all-day training for over 60 attorneys and HR personnel. The ALJs themselves have attended National Judicial College courses and the Judicial Ethics course offered by the Office of Administrative Courts each year.

### Discrimination Appeals

The Board receives charges and claims of various types of discrimination each year. A case may involve several different kinds of discrimination, which are referred to the Colorado Civil Rights Division (CCRD). In FY 2005-06, the Board received 244 discrimination appeals addressing a wide range of issues, including age (26), religion/creed (37), disability (28), sex (28), race/color/national origin (49), retaliation (25), and other (such as membership in a labor association or union, veteran's status, or non-whistleblower retaliation) (51).

### Decisions

In FY 2005-06, 211 cases were filed with 112 of those cases being appeals and 74 being petitions for discretionary hearings (the remainder involved selection cases alleging discrimination, petitions for declaratory order, and requests for residency waivers.) The ALJ's conducted 26



hearings involving a total of 69 days in hearing. In addition to issuing initial decisions in all 26 of those hearings, the Board staff issued and the Board reviewed 41 preliminary recommendations regarding the petitions for discretionary hearings.

### **Customer Service**

The Board has actively encouraged input from various stakeholders within the state personnel system. Such outreach has included the Board, on a quarterly basis, holding its monthly meetings in a location outside of Denver. In 2005, the Board visited state agencies in Sterling, Durango, Buena Vista, and Fort Collins. In the past six months of 2006, the Board visited Pueblo and Glenwood Springs. It has also invited executive directors of departments and labor association representatives to attend public board meetings and address the Board. Topics have included security, pay for performance, and pending legislation. The Board also maintains a database system used to collect data related to matters before the Board, time used processing cases, and time invested in conducting administrative hearings. Given this system, the Board is able to report data to state agencies so they can improve their methodologies for avoiding and resolving employment disputes.

### **Settlement Program**

The Board encourages parties to resolve their cases on their own terms prior to hearing, and requires parties to attempt to resolve their cases before commencement of a hearing. During calendar year 2005, with the full staffing of the Board for the first time in three years, the number of settlement facilitators was increased. Settlement facilitation is now offered, on a rotating basis, by the three ALJs and the Legal Assistant. In fiscal year 2005-06, 86 cases were dismissed after settlement for a 93% settlement rate.

## **Personnel Board Members**



*John Zakhem  
Chair*



*Diedra Garcia  
Vice-Chair*



*Elizabeth Salkind  
(until 06/30/06)*



*Richard Djokic  
(began 7/01/06)*



*Troy Eid  
(resigned 08/09/06)*



*Don Mares*

