

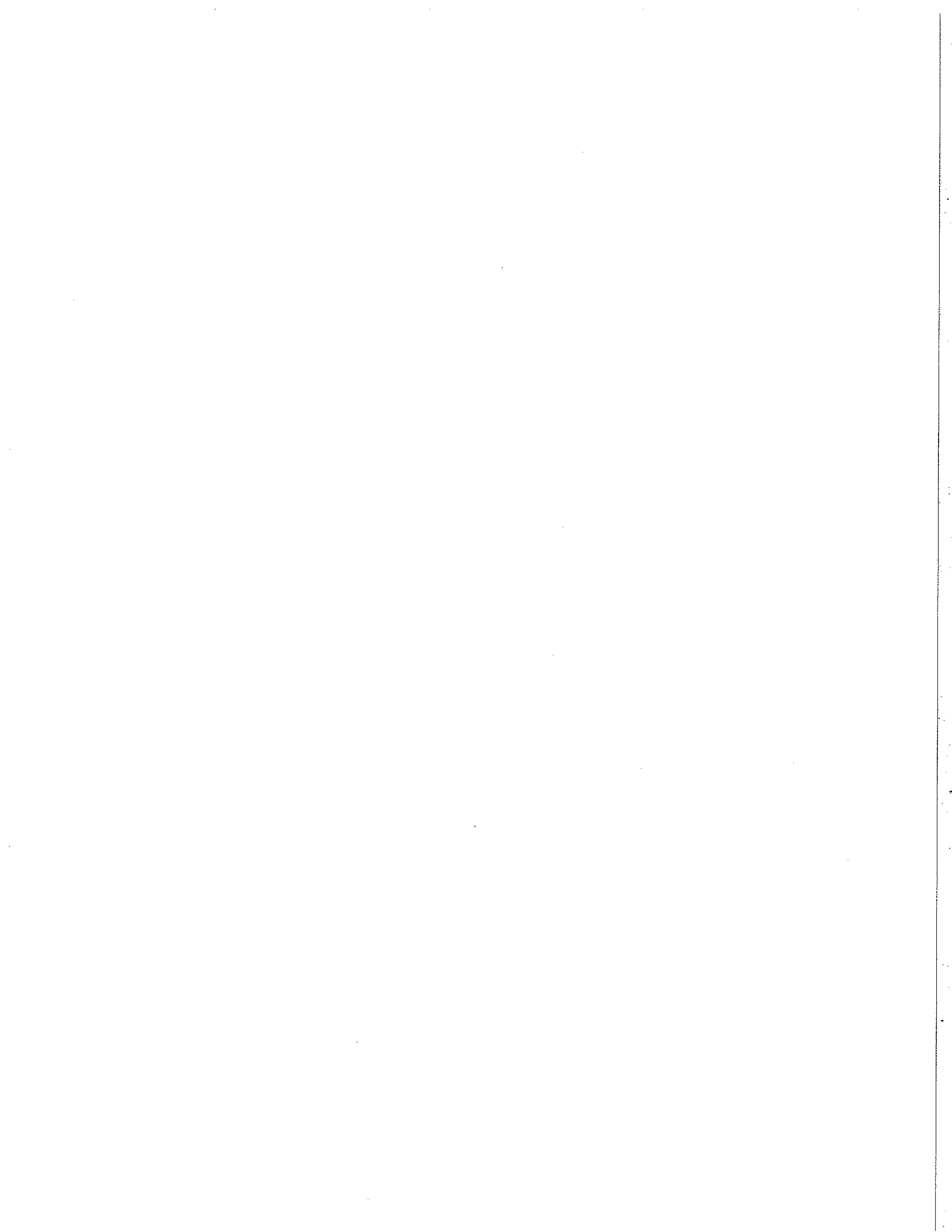
**DPA BRIEFING (1/14/09)**  
**HOUSE AND SENATE BUSINESS COMMITTEES**  
**COMMITTEE MEMBERS**

**House Business Affairs and Labor**

Joe Rice (Chair)  
Ed Casso, (Vice-chair)  
Sara Gagliardi (D)  
Su Ryden (D)  
Christine Scanlan (D)  
John Soper (D)  
Larry Liston (R)  
David Balmer (R)  
Laura Bradford (R)  
Kevin Priola (R)  
Amy Stephens (R)

**Senate Business, Labor, and Technology**

Jennifer Veiga (Chair)  
Rollie Heath (Vice chair)  
Lois Tochtrop (D)  
Joyce Foster (D)  
Ted Harvey (R)  
Shawn Mitchell (R)  
Mark Scheffel (R)



# DPA MISSION STATEMENT

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 motto is:**

Good Government Starts Here

## **VISION:**

DPA functions by its vision to be recognized as the top state personnel and administration organization in the United States.

Seven action goals speak to DPA efforts to achieve its mission and vision:

- 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 employees of Colorado
- To be responsive to anyone we serve: employee, customer or partner
- To provide meaningful education, information and training
- To work toward procuring competitive wages, compensation and benefits for all employees

## **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 State employees
4. Develop and maintain strategic partnerships
5. Align all relevant tools in concert with identified business needs
6. Support greening of State government

## **ABOUT THE EXECUTIVE DIRECTOR'S OFFICE**

The Executive Director's Office (EDO) of DPA is headed by Rich Gonzales. 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 administers 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 programs including State Archives and Records Management, the Office of the State Architect, the Colorado State Employees Assistance Program (C-SEAP) and the State Ombuds Program. Two independent agencies: the Independent Ethics Commission and State Personnel Board also are structured organizationally under DPA.

Director Gonzales believes there is no greater calling than one of public service, and believes that every state employee deserves to work in an environment of fairness that encourages the free exchange of information and ideas. In this spirit, DPA is managed in a manner where every employee is expected to "set the bar" by demonstrating superior customer service for all of its stakeholders – including its own employees.

It is for these reasons that DPA's slogan is "*Good Government Starts Here!*"

# STATE ARCHITECT

The Office of the State Architect (OSA) is structured organizationally under 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:**

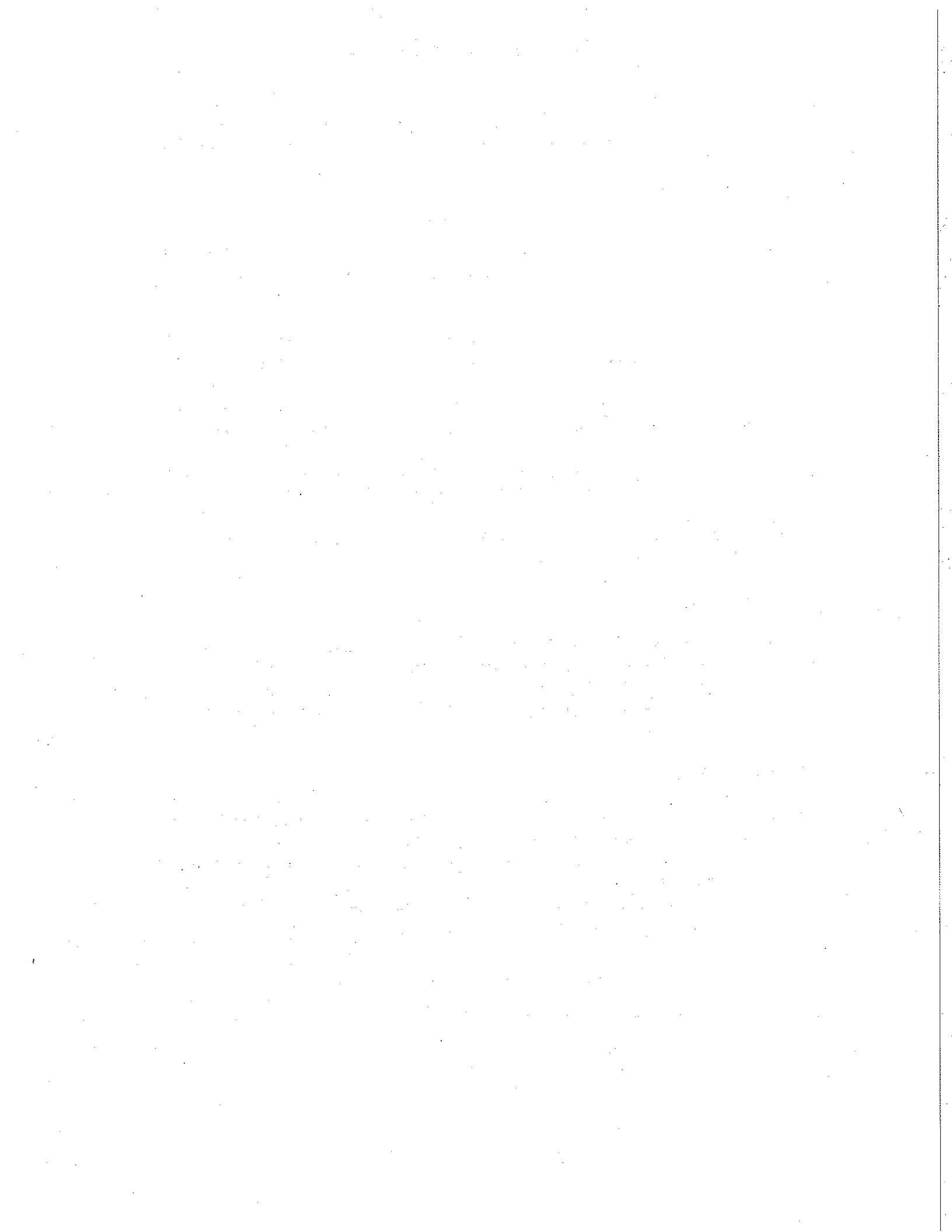
- Advocates for all state agencies and institutions of higher education in front of the Legislature for capital construction and controlled maintenance annual funding needs
- Recommends an annual prioritized budget for controlled maintenance for state owned, general funded real estate assets to the Capital 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
- Facilitates energy performance contracting that aids the Governor's "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 - \$73 million recommended for FY 2007-08
- Oversight of capital construction/controlled maintenance projects - \$200,000 – 400,000 annually
- Manages emergency facility funding - \$2 million annually
- Facilitates energy performance contracting - \$40 million to date



# **COLORADO STATE EMPLOYEE ASSISTANCE PROGRAM**

The Colorado State Employee Assistance Program (CSEAP) 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 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**

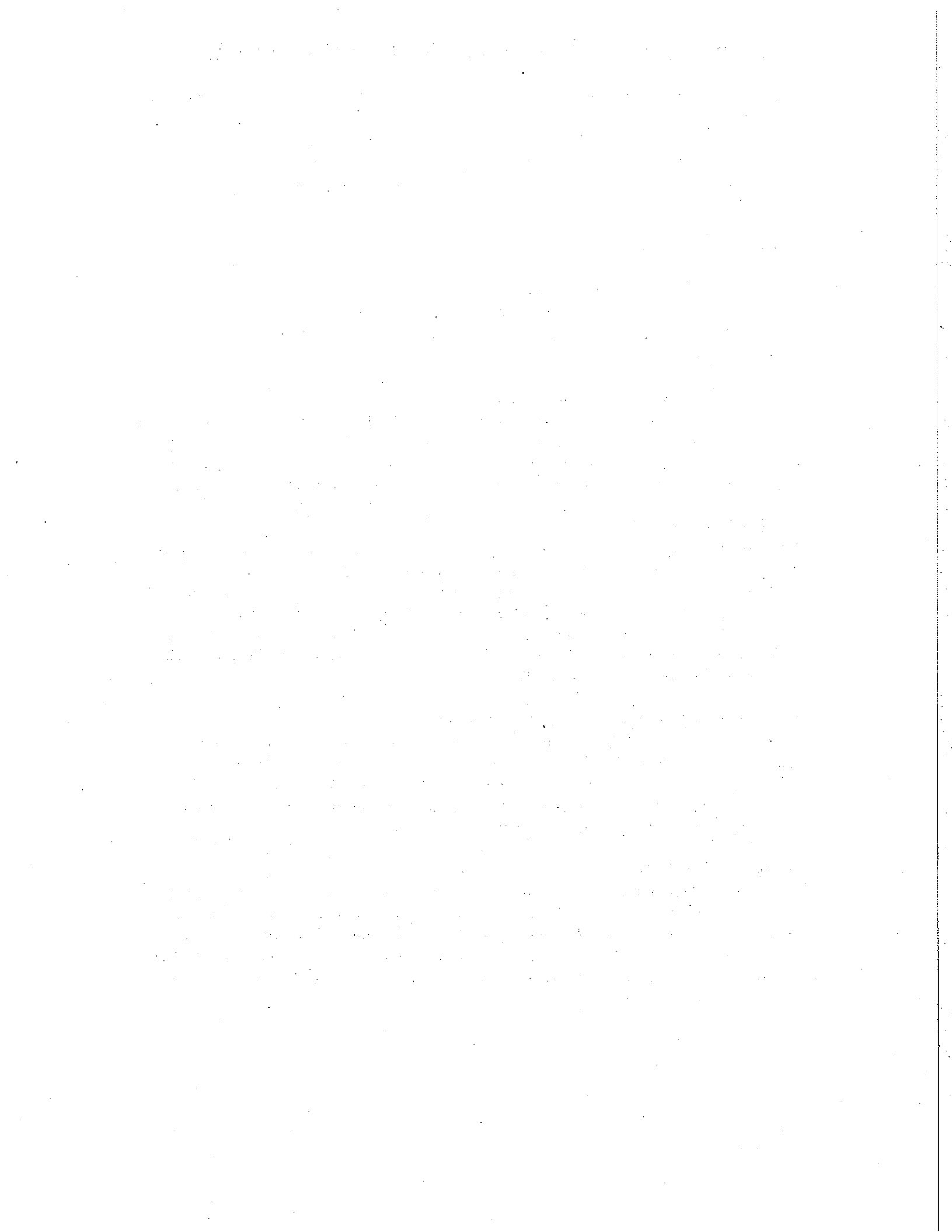
Interpersonal conflict is frequent in most workplaces. C-SEAP can help with mediation, group facilitation, and other interventions. Our goal is to promote a safe and healthy working environment while building and strengthening relationships between state employees. C-SEAP also administers the Colorado 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 ARCHIVES

State Archives is structured organizationally under 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 available to anyone under the Colorado Open Records Act, 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 of.

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

## **SA Quick Facts:**

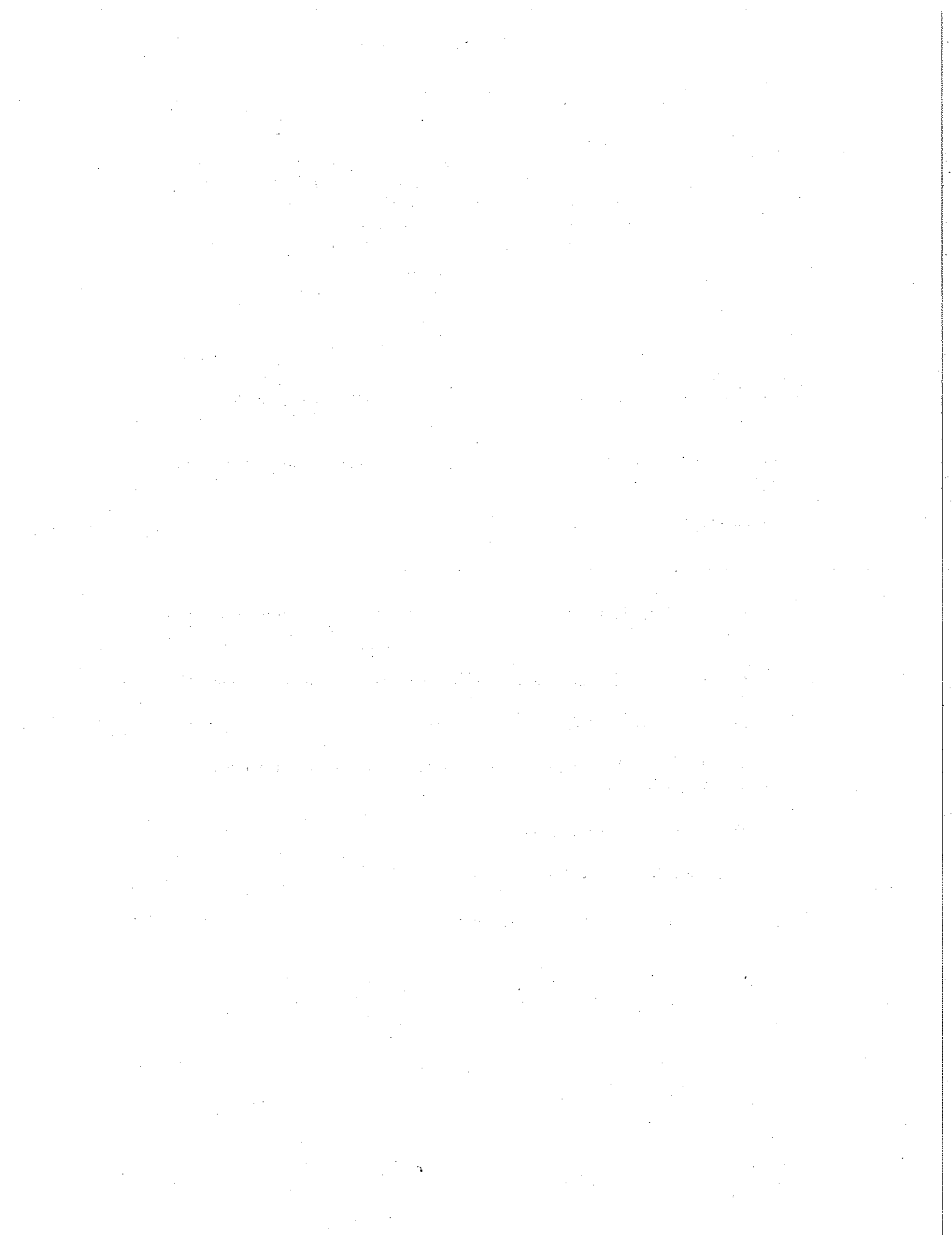
State Archives preserves, is responsible for and provides:

- 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



# OMBUDS PROGRAM

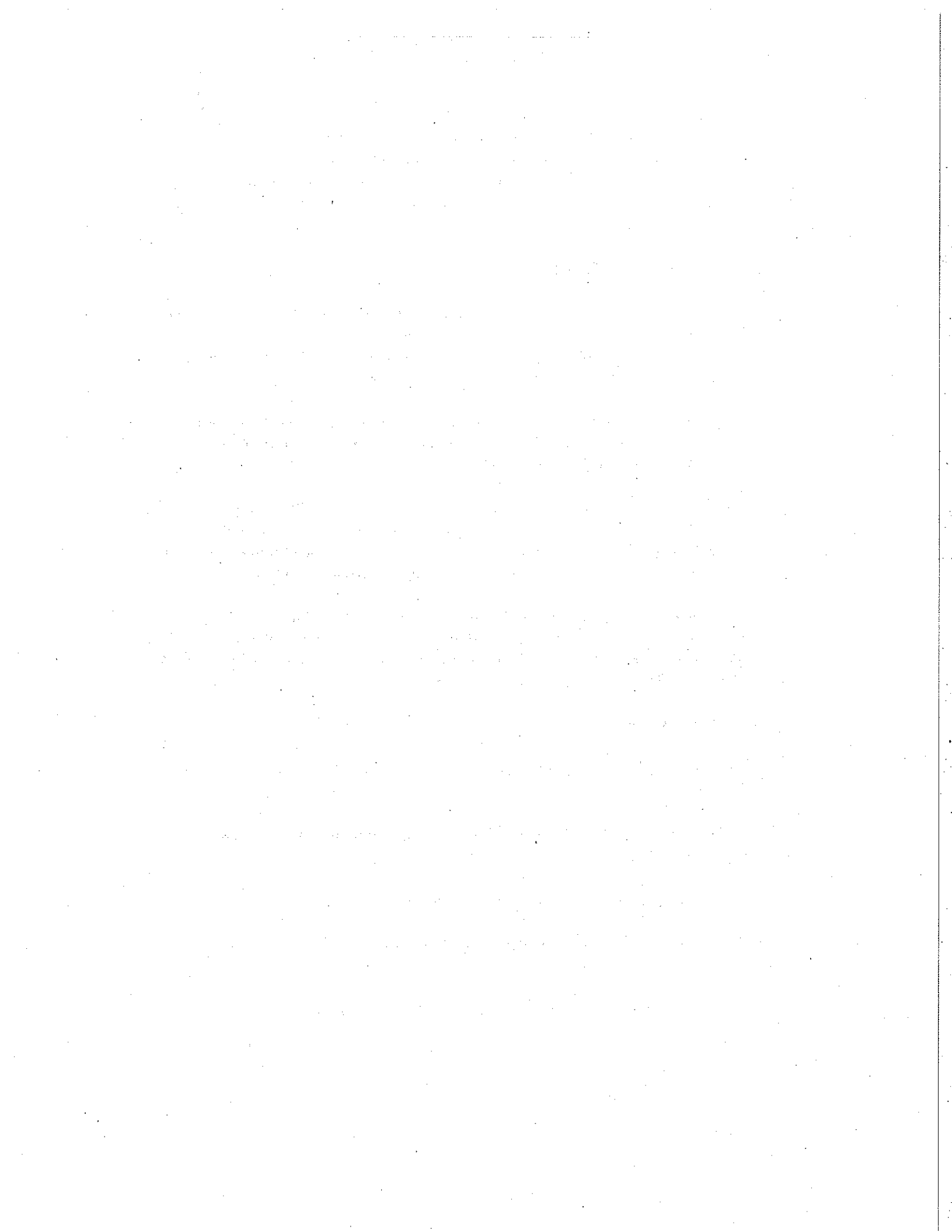
The Ombuds Program is structured organizationally under the Executive Director's office and provides informal and informed assistance with work-related issues or disputes for all Colorado government classified staff in state agencies and institutions of higher education. The program provides an alternative 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



# STATE PERSONNEL BOARD

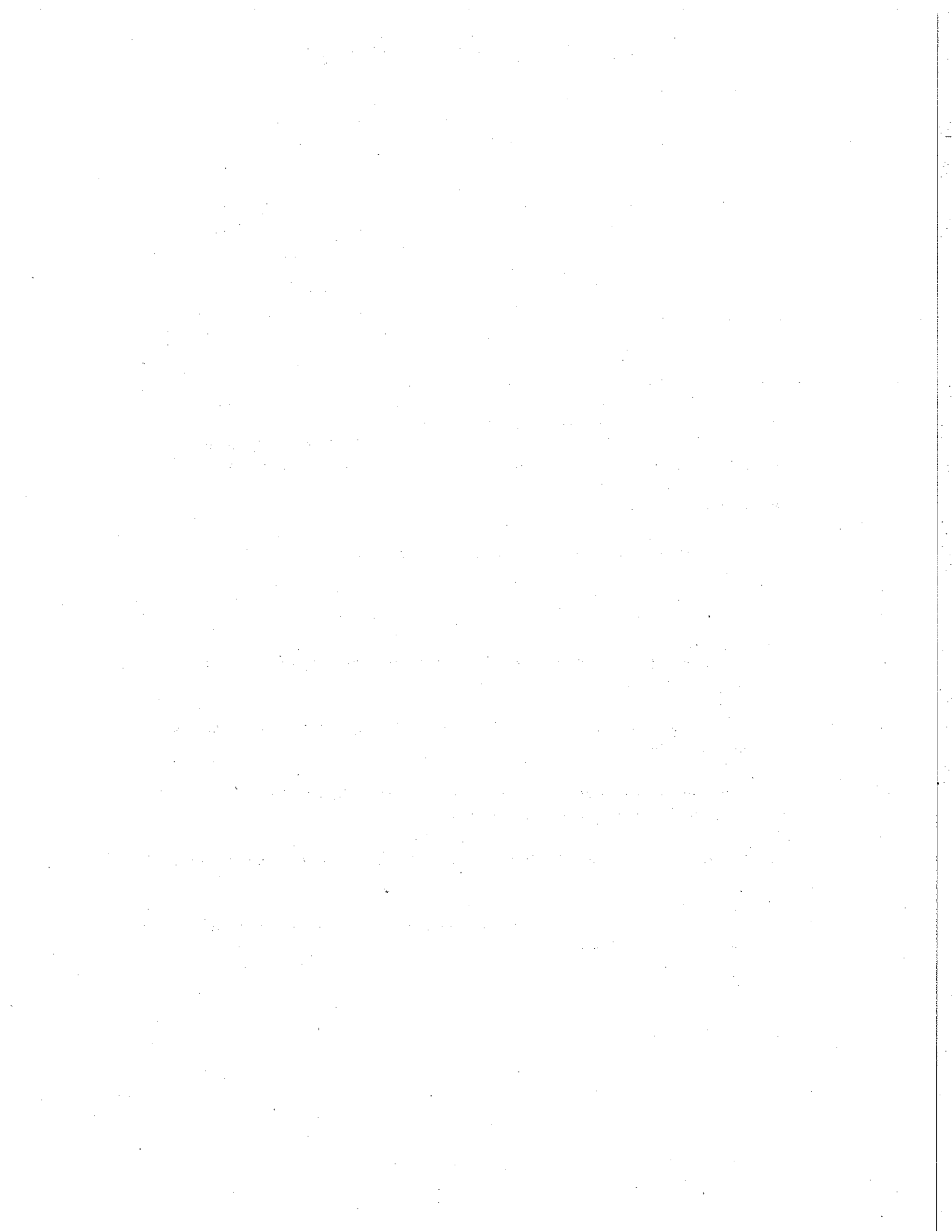
The State Personnel Board (SPB) consists of five members, three appointed by the Governor and two elected by state employees, who make rules governing the state personnel system and hear appeals by applicants and employees in the state personnel system.

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 "structural tension" between the two purposefully 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."*

### **DCS Quick Facts:**

#### **What we do:**

Created by statute, DCS exists to provide centralized business support services at competitive pricing to state agencies. Agencies within the four-county Denver metropolitan area 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 Colorado agencies do business better and faster by taking advantage of 21<sup>st</sup> century technology to meet and exceed customer expectations. In FY 2006, IDS documented savings of over \$3 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)**

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 \$5.3 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 building, Governor's Residence, State Services Building, Human Services Building and many other office complexes saving Colorado agencies an estimated \$7.1 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 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



# DIVISION OF FINANCE & PROCUREMENT

The Division of Finance and Procurement is responsible for centralized purchasing, collections and related activities 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:**

- Sources and administers the State's 300 price agreements saving an estimated \$15 -30 million annually
- Maintains 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
- Runs the small business development program for state procurement
- Conducts procurements for non-delegated state agencies
- Performs oversight of state agency purchasing units
- Decides bid protests/appeals brought by vendors
- Administers procurement card program
- Administers women and minority owned business development program
- Conducts statewide training in public procurement

## **Central Collections Quick Facts:**

### *Central Collection Services utilizes collection tools including:*

- ***Tax Offset*** – In conjunction with the Department of Revenue, we can offset debtor income tax refunds to repay debts owed to the State.
- ***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 stationary 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.

# 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:

- Manages statewide budgetary controls
- Promulgates State Fiscal Rules
- Issues statewide financial reports – For the last eleven 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's contract process that includes more than 15,000 contracts per year
- Manages central payroll and tax accounting for more than 32,000 state employees
- 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



# 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 and professional licensing disputes, 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:**

- Employs 19 administrative law judges and 20 court staff
- Opens more than 9,000 cases per year
- Holds almost 3,000 hearings per year
- Issues nearly 12,500 decisions per year
- Provides hearings for more than 50 state agencies such as Department of Regulatory Agencies (licensing actions) and the Secretary of State (fair campaign practices complaints), 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.



# **DIVISION OF HUMAN RESOURCES**

The Division of Human Resources (DHR) is a strategic business partner with state agencies and institutions of higher education whose goal is to maximize the taxpayers' investment in state employees. DHR collaborates with human resources and risk management professionals across the State to help effectively manage the State's personnel system, total compensation, benefits, risk management, and workforce planning and development. 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**

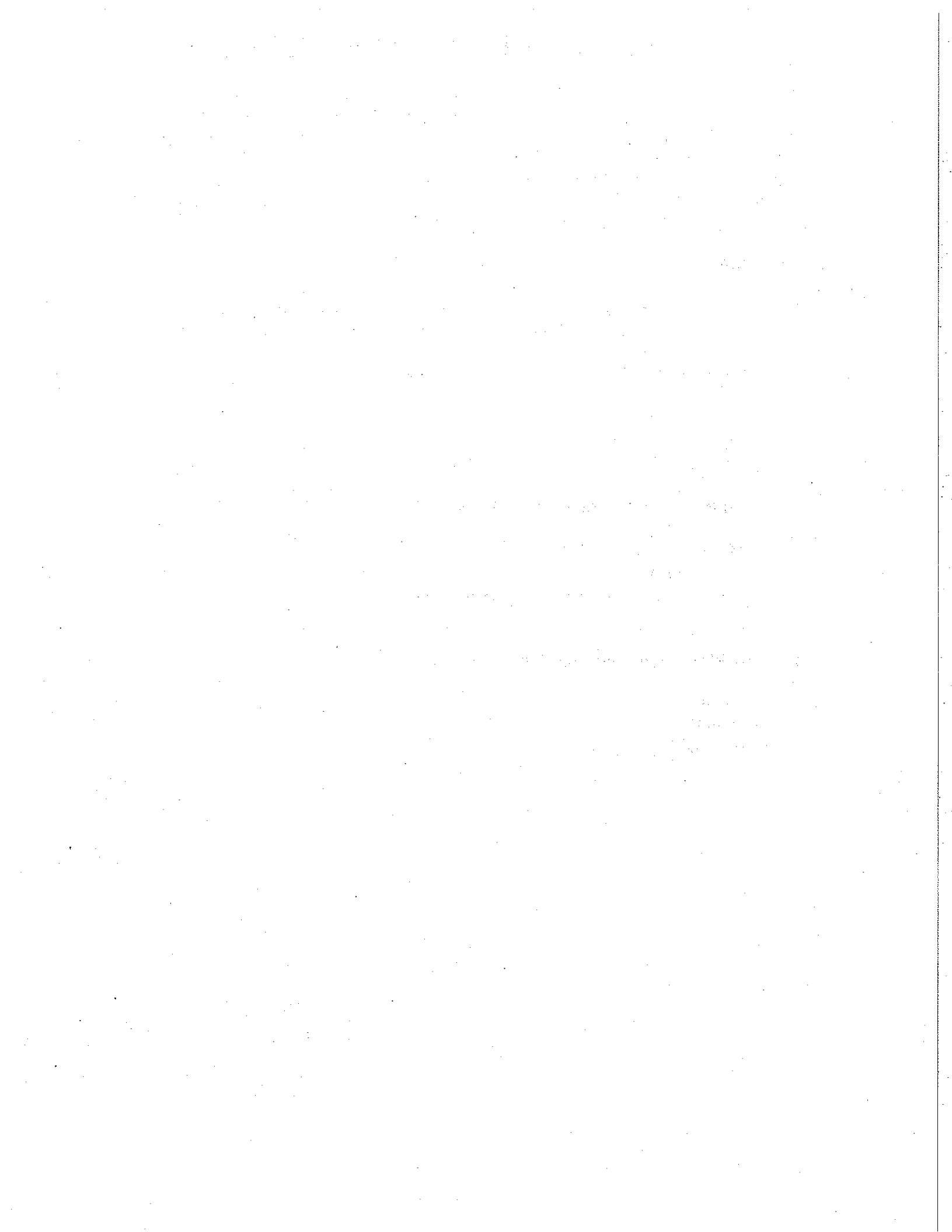
- Staffing systems
- Consulting services
- Training

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

- Market & Performance Pay
- Achievement Pay
- State Employee Medical, Life & Dental benefits
- Leave

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

- Liability
- Property
- Workers' Compensation





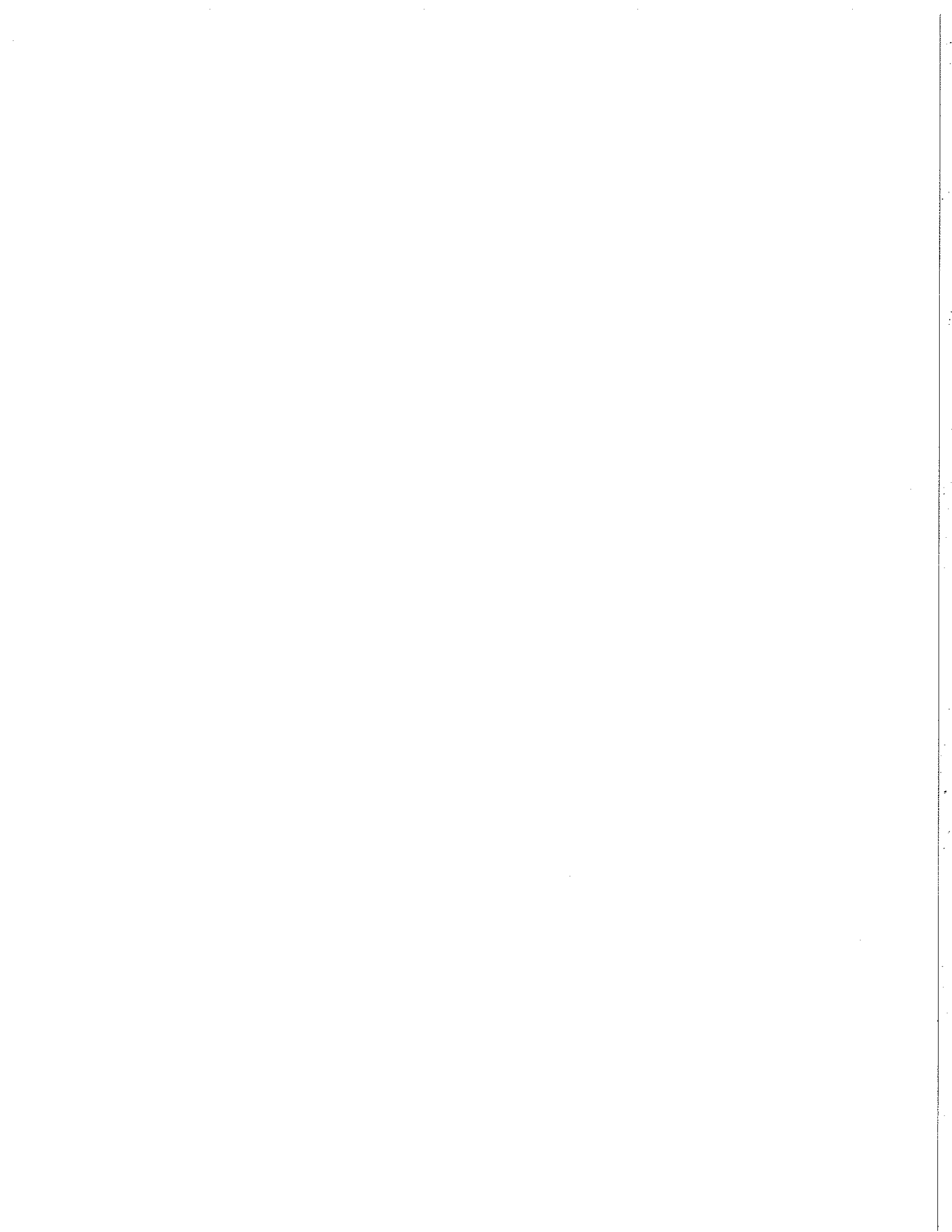
# **INDEPENDENT ETHICS COMMISSION**

The Independent Ethics Commission (IEC) is structured organizationally under the Office of Administrative Courts within DPA and is a constitutionally created, independent commission charged with the implementation of Article XXIX of the Colorado Constitution and Article 24-18.5-101 of the Colorado Revised Statutes.

The purpose of the IEC is to give advice and guidance on ethics issues arising under Article 29 of the Colorado Constitution and any other standards of conduct or reporting requirements as provided by law. The IEC also hears complaints, issue findings and assess penalties and sanctions when appropriate. The members of the IEC are appointed by the Governor of Colorado, the Chief Justice of the Colorado Supreme Court, the Senate, the House of Representatives and the IEC itself.



# **Attachment 1**



**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 personnel matters.**

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase total number of Departments visited by Executive and/or Deputy Executive Directors per year.	Benchmark	N/A	N/A	4	5
	Actual	N/A	3		

**Strategies:** DPA will create a master calendar to schedule and plan visits. To ensure visits, this objective will also be made a high priority.

**Evaluation:** As this performance measure is new to the Executive Director's Office this year, evaluation of success in meeting this benchmark is not applicable.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase number town halls conducted in each quadrant of the State by two town halls per year.	Benchmark	N/A	N/A	17	19
	Actual	N/A	15		

Strategies: DPA will organize applicable staff in advance to ensure the occurrence in each quadrant. Like the executive visits, a master calendar will aid in planning this project. This year, town halls were conducted in Grand Junction several times, at Colorado State University in Fort Collins twice, at University of Colorado Health Sciences, at the Department of Corrections, and the Department of Labor and Employment, among others. It should also be noted that the Department has conducted 22 additional town halls with specific agenda to discuss potential changes to Personal Leave. These are not counted in the official town halls, which have a main goal of increasing interaction with the Executive Office.

Evaluation: As this performance measure is new to the Executive Director's Office this year, evaluation of success in meeting this benchmark is not applicable. The benchmark will increase by two town halls conducted per year for the first several years after implementation of this program, after which the Office will re-evaluate its goals.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase number of contacts with State agencies and employees yearly by 10%.	Benchmark	N/A	N/A	97	107
	Actual	N/A	88		

Strategies: The State Ombuds Director 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 Director 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, Revenue, and Human Services. In addition, she will prepare articles for dissemination to employees online and in employee newspapers.

Evaluation: This program is relatively new, and this is the first year the program has data to report. Therefore, no applicable benchmark has been set for this year.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase percentage of programs evaluated for structure and function by to 100% in five years.	Benchmark	N/A	N/A	25.0%	37.5%
	Actual	N/A	12.5%		

**Strategies:** This fiscal year, the Department evaluated four of the programs within its structure, including C-SEAP, Archives, the State Controller's Office, and the State Procurement Office. DPA is seeking to realign these programs for optimal function with a decision item.

**Evaluation:** This performance measure is new this year and therefore no benchmarks were set, and their evaluation is not applicable. Going forward, the Department will evaluate its success in meeting this goal until it has evaluated 100% of the 32 offices, units, and programs within the six divisions.

**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 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase number of total number contacts, including, but not limited to, military, veteran groups, schools, advocacy and community outreach groups contacted each year, by ten each year	Benchmark	N/A	N/A	10	20
	Actual	N/A	0		

Strategies: The Director of Government and Public Relations was given this assignment at the end of Fiscal Year 2007-08. Outreach attempts, lead by the Director, will begin this year. Concentration this year will be improving representation of underrepresented groups in State government.

Evaluation: As this performance measure is new to the Executive Director's Office this year, evaluation of success in meeting this benchmark is not applicable.

**Division of Human Resources (DHR)**

**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 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 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	N/A	8.21 claims/100 employees	8.00 claims/100 employees	7.80 claims/100 employees
	Actual	8.38 claims/100 employees	TBD		



Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 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	N/A	\$1.18 incurred cost/\$100 of payroll	\$1.15 incurred cost/\$100 of payroll	\$1.12 incurred cost /\$100 of payroll
	Actual	\$1.22 incurred cost/\$100 of payroll	TBD		

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 program is designed to control and reduce the costs 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 frequency and severity of Worker's 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. The Office is also planning to submit proposed revisions to the rules affecting departmental return to work policies and injury leave. 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 used by departments to more effectively integrate and manage Worker's Compensation claims, loss exposures and related safety/risk management processes.

**Evaluation:** Last year, the performance measure was based on the five agencies in the pilot program. DHR is striving to make the measure more meaningful, and therefore has changed it to address the entire workforce. This new measure will not have a benchmark to achieve this year, and evaluation of the progress will be done next year.

**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 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase the percentage of resolved findings of deviations from State Statutes, Rules, or best practice.	Benchmark	N/A	N/A	Number of findings and % resolved	Number of findings and % resolved
	Actual	N/A	N/A		

\*This will be done through increased frequency of contacts with agency HR personnel through audits, consultations, and training performed by the DHR. DHR will analyze trends of exceptions found in audits by Consulting Services Units and develop suitable, risk-based remedies; i.e., Technical Assistance Documents and training programs.

**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 according to directives promulgated by the state personnel director and directs the state personnel director to oversee such operation and management. 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 HR 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 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.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase percentage of state employees receiving applicable training by 3%.	Benchmark	N/A	N/A	11.6%	14.6%
	Actual	N/A	8.6%		

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 \$144,818 or a \$4.36 central investment per employee. DHR is pursuing a decision item to increase the spending authority in the program to allow for expansion of course offerings and scheduled training classes. Training directly contributes to attracting and retaining a qualified workforce and the state cannot compete for talent without addressing employee development.

Evaluation: This is a new measure to address State employee training, and evaluation of the benchmark this year is not applicable.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase average percentage of attendance (number of spots filled) in all trainings by 3%.	Benchmark	N/A	N/A	83%	86%
	Actual	N/A	80%		

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. DHR 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, DHR can replace the classes with lower interest with others that are more important or desirable to improve the overall program.

Evaluation: This is a new measure to address State employee training, and evaluation of the benchmark this year is not applicable.

**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 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase the State of Colorado contribution to 100% of prevailing market employer contribution to health insurance.	Benchmark	75%	85%	90%	95%
	Actual	75%	85%	90%	

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, the Classified Staff Compensation and Benefits Opinion Survey was conducted for the first time and increasing the employer's contribution to benefits was the Number 1 improvement in the total compensation package reported by employees.

The Department will continue to report the funds needed to reach 100% of prevailing 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: Due to the use of the above strategies, the Division achieved its benchmark this year.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Maintain level of reported benefit from direct employee consultations by maintaining the percentage of respondents to a client survey who reported that C-SEAP services had positive impact.	Benchmark	N/A	94.9%	99.5%	99.5%
	Actual	94.9%	99.5%		

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 C-SEAP counseling. (Survey questions remained the same as in the previous fiscal year in order to maintain reliability.)

Evaluation: Program evaluates all three performance measures together to get the most comprehensive picture of their success at meeting their benchmarks. See below for collective evaluation.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Maintain level of reported benefit from workplace consultations with managers by maintaining the percentage of respondents to a client survey who reported that C-SEAP services had positive impact.	Benchmark	N/A	91.3%	100%	100%
	Actual	91.3%	100%		

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: Program evaluates all three performance measures together to get the most comprehensive picture of their success at meeting their benchmarks. See below for collective evaluation.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase level of reported benefit from auxiliary services (i.e. training, mediation, facilitation, trauma, and crisis intervention) by maintaining the percentage of respondents to a client survey who reported that C-SEAP services had positive impact.	Benchmark	N/A	96.7%	96.7%	96.8%
	Actual	96.7%	96.6%		

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 C-SEAP intervention. (Survey questions remained the same as in the previous fiscal year in order to maintain reliability.)

Evaluation: C-SEAP met or exceeded all outcome/benchmark goals this year for direct employee counseling, workplace consultations, and auxiliary services. All strategies were completed, and survey results clearly indicate that employees and managers were highly satisfied with services provided by C-SEAP.

**State Personnel Board (SPB)**

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
	Increase the number of cases filed electronically each year.	Benchmark	N/A	N/A	TBD
Actual		N/A	N/A		

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 PUC has developed an e-filing system which is being reviewed by OIT 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 OIT 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 PUC's e-filing system and the database proposal are reviewed and approved by OIT and the State Personnel Board, the SPB 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 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Maintain the average overall rating of the Board's ALJs on the annual survey distributed to a randomly selected group of "customers". (The ratings are equivalent in nature to an academic GPA.) *	Benchmark	3.0	3.0	3.0	3.0
	Actual	3.17	3.07		

\* Also, move toward an electronic survey option with a large percentage of notices of survey e-mailed rather than hard copy mailed.

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

Evaluation: The Board conducts an anonymous annual survey of all parties and attorneys appearing before the SPB. The survey is conducted and tabulated by an independent third party, the Integrated Document Solutions group overseen by the Department of Personnel & Administration's Division of Central Services.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request	FY 09-10 Request
Increase the percentage of cases set for hearing that involve successful Alternative Dispute Resolution by 5% each year.	Benchmark	70%	75%	80%	85%
	Actual	77%	76%		



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 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 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	75.4%	89%		

\* 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 Basic Procurement Training, Face-to-Face sessions, Travel Forums and the STMP website. These educational efforts are among the many services provided by STMP 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 yet whether this increase will stay level, but the benchmarks have been increased from 75% to 80% in response.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Maintain savings for IDS services as compared to the private sector as reported in the DCS annual cost savings report.	Benchmark	N/A	N/A		
	Actual				

Strategies: The report has not yet been completed this year; the data will be available no later than December.  
 Evaluation: Not applicable. This performance measure is new and therefore the program has not yet had a chance to achieve a set benchmark.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase amount of recycled paper used in the IDS operations by 5% each year.	Benchmark	N/A	5%	10%	15%
	Actual	N/A	5.05%		

Strategies: In the first two years of implementation of this strategy, the focus will be 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 will see the remaining 51.28% increase in the second year (FY 08-09) to ensure 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.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase percentage of total fuel use that is E85 fuel. (Measure is percent increase from prior year.)	Benchmark	N/A	N/A	100%	50%
	Actual	N/A	TBD		

Strategies: There are currently 605 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 are approximately 480 additional E85 FFV purchases scheduled for FY09 based on available models in 2008. Using these renewable fuels directly displaces the use of imported petroleum fuel and significantly reduces green-house gas emissions. In addition, SFM 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 just installed at the downtown motor pool, and was operational as of July 1, 2008.

Evaluation: This is a new performance measure this year, and State Fleet Management will begin evaluations of its progress with this goal next year.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Reduce the amount of petroleum used by the State Fleet by 25% by 2012. Base gallons were 2,601,786.	Benchmark	0	2,471,697 gal (5%)	2,341,607 (10%)	2211518 (15%)
	Actual	2,706,902 gal	2,708,052 gal		

Strategies: State Fleet Management (SFM) continues to evaluate vehicle mounted global positioning systems (GPS) in an effort to efficiently route State delivery services and improve driving behaviors, reduce idle time, and reduce risk and accidents. Also, SFM continues to evaluate is plug-in hybrid electric vehicle (PHEV). This vehicle has been retrofitted with lithium-ion batteries and is currently achieving greater than 100 miles per gallon (MPG). Its use will depend on further evaluation. Lastly, SFM has purchased

three Compressed Natural Gas (CNG) vehicles. The price equivalent of one gallon of CNG is approximately \$1.90. CNG is a renewable fuel and an option to directly displace petroleum fuels.

Evaluation: The Fleet increased by over 100 vehicles this year, and though SFM did not hit its benchmark, it only increased its overall usage by 1,150 gallons, an overall reduction per vehicle. SFM will become more involved in strategies to decrease fuel use further.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 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 30,751,950.	Benchmark	(3%)	28,860,272 (3%)	27,994,852 (3%)	27,155,006 (3%)
	Actual	29,753,270 (3.2%)	30,573,426		

Strategies: Capitol Complex is focusing on how to incorporate sustainable operations, meet LEED-EB guidelines and infuse 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. Proposed projects under Phase 3 are: 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: The electrical usage actually increased this year, where the goal was to have a decrease. This increase was a result of several factors, including 1) a parking structure coming on line in January 2007, so only six months of usage was reflected in the FY 2006-07 numbers, while a full twelve months is reflected in 2007-08 numbers, 2) agencies that occupy Capitol Complex facilities

continually increasing their business operations hours, creating a higher electrical demand, and 3) a lack of performance contract projects in 2007-08 that would have lowered KWh usage.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 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 DCS Annual Customer Satisfaction Survey.*	Benchmark	N/A	90%	90%	90%
	Actual	N/A	91%		

\* This is an electronic survey that is sent to customers of all of the DCS programs and asks a multitude of questions include those around customer service, quality, value and partnership.

Strategies: DCS keeps a focus on maintaining low prices, professional relationships, and efficient service to all its customers to ensure high customer satisfaction. DCS 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 DCS provides to the state and begin to measure the perception of value.

Evaluation: Results this year showed a 91% successful rating, achieving the benchmark set for customer satisfaction.

**Division of Finance and Procurement (DFP)**

**Objective: Improve statewide procurement by increasing the dollars spent on price agreements and procurement card utilization.**

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase dollars spent on price agreements with State Agencies by 5% each year.	Benchmark	N/A	\$114.3M	\$120.1M	\$126.1M
	Actual	\$108.9M	TBD		

Strategies: Currently, less than 20 percent of the State's price agreements are mandatory. As a result, many State agencies have created their own (often duplicate) price agreements for goods and services. 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. DFP will convert at least 16 additional price agreements to mandatory agreements during this fiscal year and at least 10 more in FY09-10. Increased price agreement utilization will be achieved through this conversion.

Evaluation: The Office is still waiting on several year-end numbers from vendors. Once this information has been given to the Office, staff will be able to evaluate the success in meeting the benchmark.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase Procurement card utilization by 3% yearly.	Benchmark	N/A	N/A	TBD	TBD
	Actual	\$185M	TBD		

Strategies: Historically, Procurement Card (P-Card) usage has grown each year. However, as a result of the electronic payment method CSU is using with their E-Procurement system, DFP projects a significant decrease in P-Card expenditures by CSU. CSU anticipates the decrease to be no more than \$10 million in FY09 and FY 10 and for FY11 the decrease could increase to \$15 million. CU is in the preliminary stage of planning to procure and implement an E-Procurement system and anticipates that beginning in FY 12 they will decrease P-Card usage by \$10 million and the decrease will be \$10-\$20 million by FY 2013.

There is significant room for P-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 P-Card, even though most of the vendors accept the P-Card. SPO will be taking several steps to increase the use of the P-Card as the payment method. The goal is to eventually increase P-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 P-Card payments for state purchases; and 2) increasing the use of the P-Card in state accounts payable operations. The SPO has targeted some price agreements which have historically been underutilized in the use of the P-Card, but consistently have shown significant spending. An example is our natural gas vendors, who, for the most part, accept P-Card payments but few agencies use them to pay.

Evaluation: The Office has only just started setting goals for P-card utilization, so this performance measure is still new at this time. Next year, the Office will be able to provide feedback on the success in meeting their benchmark.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Increase net recoveries in terms of dollars collected. Benchmark is at least prior year actual.	Benchmark	\$12,546,496	\$12,644,684	\$15,570,802	\$15,570,802
	Actual	\$12,644,684	\$15,570,802		

Strategies: Last year, Central Collections Services (CCS) was authorized to add 3 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. CCS 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.

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 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Receive an unqualified opinion on the state's financial statements from the State Auditor.	Benchmark	Yes	Yes	Yes	Yes
	Actual	Yes	Expected December 08		

Strategies: The OSC 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 OSC 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, 2008.

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 Request
Achieve annual certification through submission of the state's Comprehensive Annual Financial Report to the Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting	Benchmark	Yes	Yes	Yes	Yes
	Actual	FY06 Cert. Rec'd August 07	FY07 Cert. Expected August 08		

Strategies: The OSC analyzes comments provided by the GFOA Certification program and implements the suggestions, where practicable, as soon as possible.



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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Approp.	FY 09-10 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 FY08-09).*	Benchmark	126	114	103	103
	Actual	103	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 OSC 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:** GFOA has not completed the evaluation at August 18, 2008, and they will try to complete it soon. Success in meeting benchmark will be evaluated as soon as information is available.

**Office of Administrative Courts (OAC)**

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request	FY 09-10 Request
Maintain an average overall rating of OAC's Administrative Law Judges (GPA) of 3.00 (B). *	Benchmark	3.0	3.0	3.0	3.0
	Actual	3.17	3.07		

\*Also, move toward an electronic survey option with a large percentage of notices of survey e-mailed rather than hard copy mailed.

Strategies: The Office of Administrative Courts (OAC) will continue to increase training to the Administrative Law Judges within the Division. The OAC 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 OAC has already begun the process to refine its electronic survey and anticipates that the delivery next year will reach more individuals.

Evaluation: OAC continues to achieve a satisfactory rating and their benchmarks.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request	FY 09-10 Request
Increase the number of cases set for hearing that involve successful Alternative Dispute Resolution.	Benchmark	N/A	35	45	55
	Actual	33	32		

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

Evaluation: OAC did not achieve its set benchmark in this measure this year. OAC will increase its efforts to promote the availability of Alternative Dispute Resolution to hopefully meet the goal set for next year.

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

Performance Measure	Outcome	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request	FY 09-10 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	N/A	1521	1673
	Actual	N/A	1383		

Strategies: The OAC has instituted a program of e-mailing final orders to parties in the workers' compensation unit. The OAC will spread this practice to the general services unit as well. In order to effectuate this performance measure, the OAC tracks the electronic mail addresses for parties in its case tracking system. In addition, the OAC may be able to increase the delivery through e-mail of other documents, such as notices, with the implement of some statutory changes.

Evaluation: This is a new measure, and the benchmark for next year was set as an increase this year's actual number. The program will begin to evaluate its success in the next fiscal year.

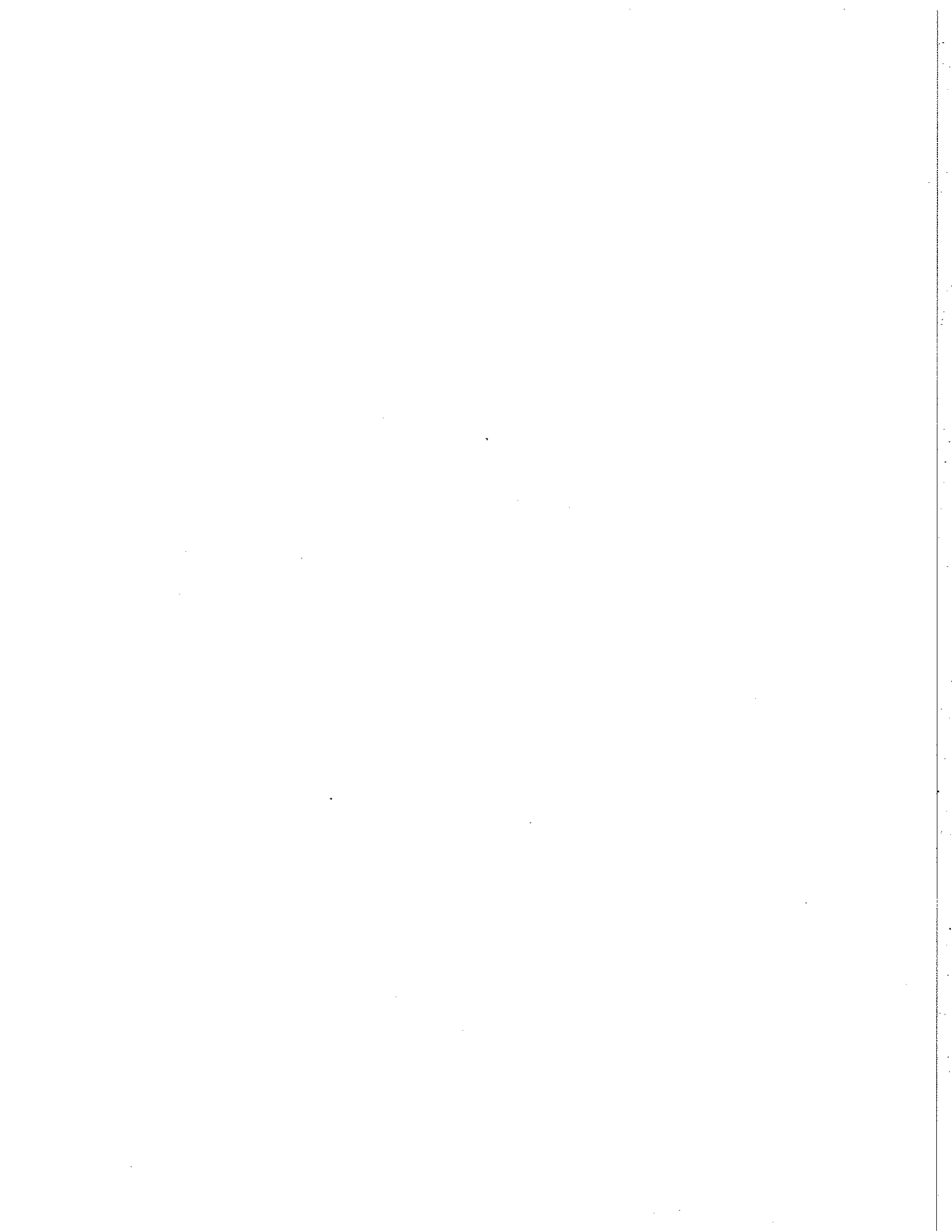
Performance Measure	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Approp.	FY 08-09 Request
Increase the number of total opened cases that are "e-filed" (electronically filing a case within the OAC) by 200 cases a year for the first several years after implementation.	Benchmark	N/A	N/A	200	400
	Actual	N/A	N/A		

Strategies: The OAC is attempting to implement an electronic filing system to allow the delivery of workers' compensation documents to the court through and Internet based server. The OAC is currently testing a product and has met with other state agencies that have

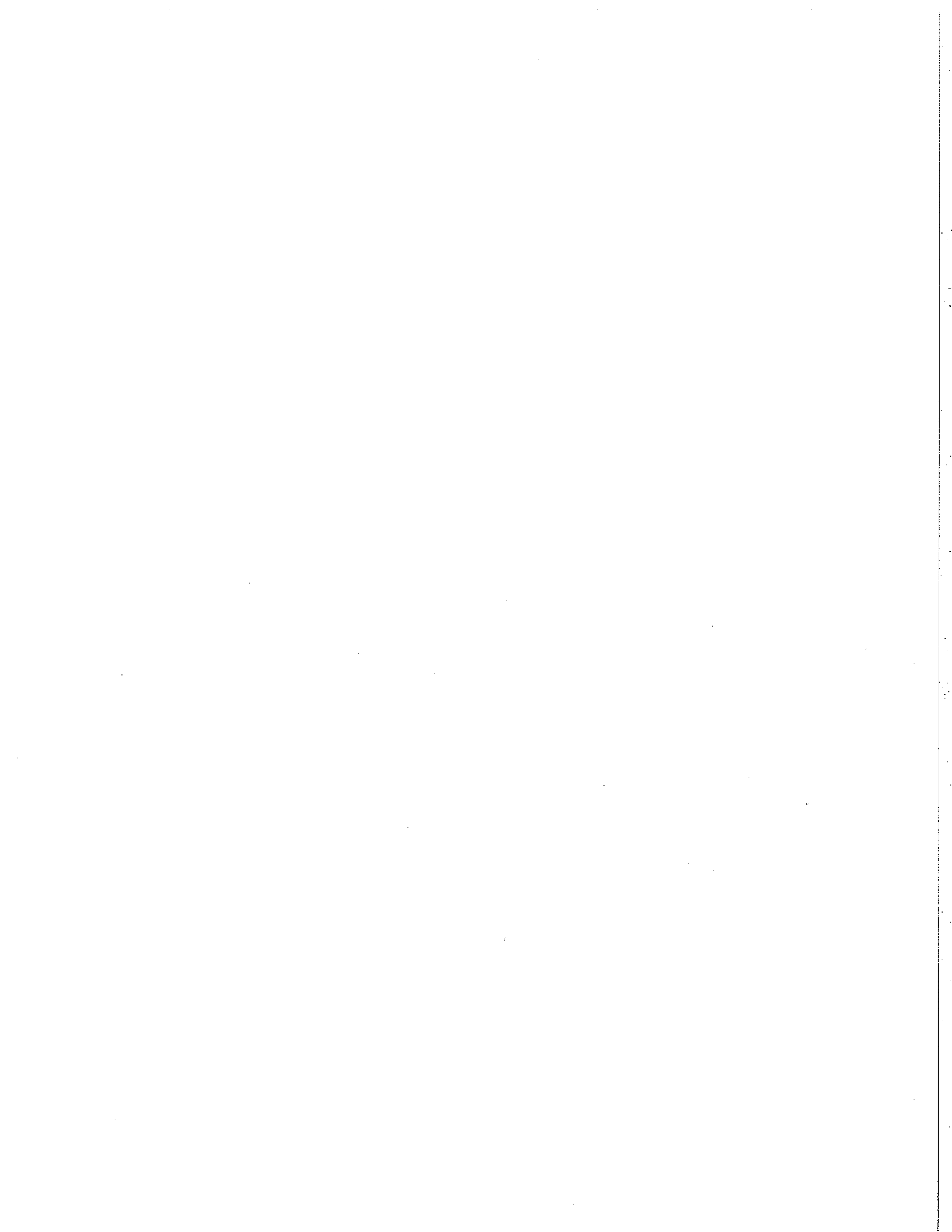
similar needs. The OAC will continue to work towards developing an e-filing system and will work in concert with the other administrative court entities (P.U.C. and State Personnel Board) to insure that the system is one that can be utilized by all entities.

Evaluation: This new performance measure will depend on the implementation of an e-filing system. Once the system is in place, the program will be able to evaluate its success.

## **Attachment 2**

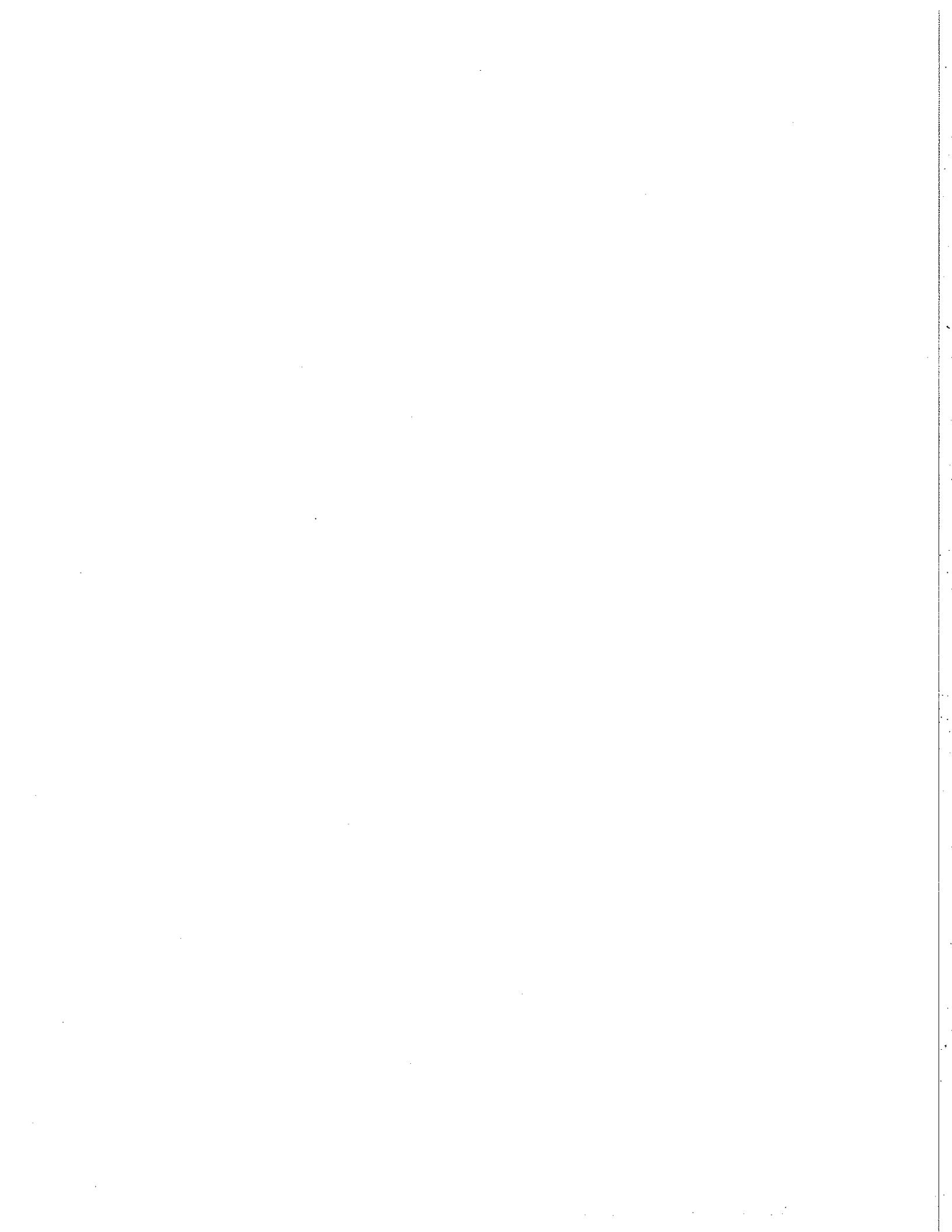


	Division of Wildlife	CDPHE	CDOT	DOR	DOC	CSU	Auraria Campus	CU	Arapahoe Community College
Printing Services		Small format 2 color presses and digital B&W	Small and Medium Format 2 color presses, Digital B&W		Small format 2 color offset presses, 4 color small format web, no digital	Small and Medium format 2 color offset presses, digital B&W and color	Small format 2 and 4 color offset presses, digital B&W and Color	Small format 2 color offset presses, digital B&W and color	Small printing facility - they won't share the details
Mail Services	Meter, FedEx, UPS (small volume) 1-2 employees	Meter, insert (small) 1-2 employees	meter, insert, FedEx, UPS, sorty by hand (small) 4 employees	meter, sorty by hand, insert, UPS, FedEx (medium) 5-6 employees	some mail processed by prisoners	inserts meters ; uses studentns for employees			

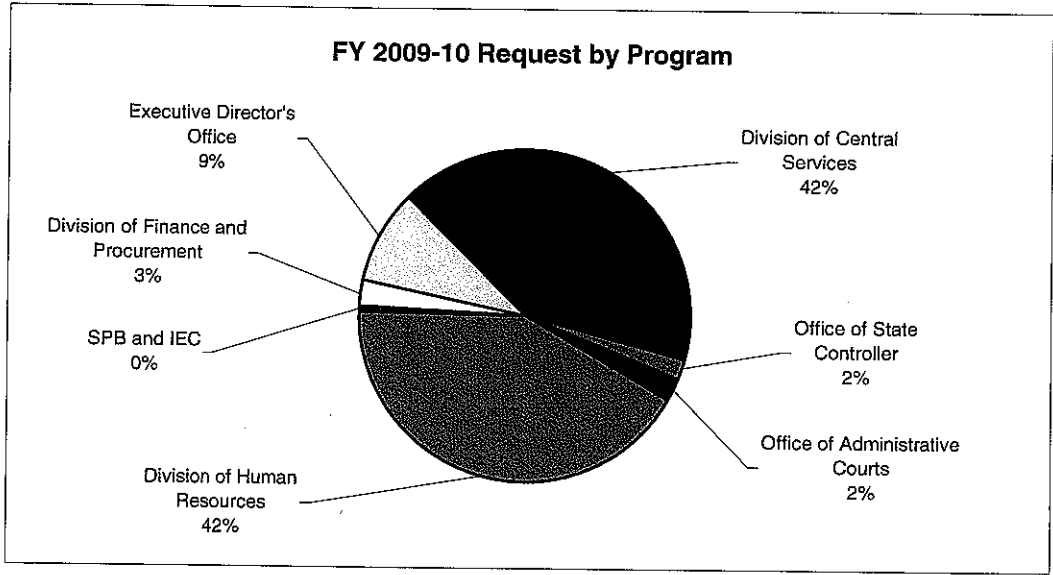


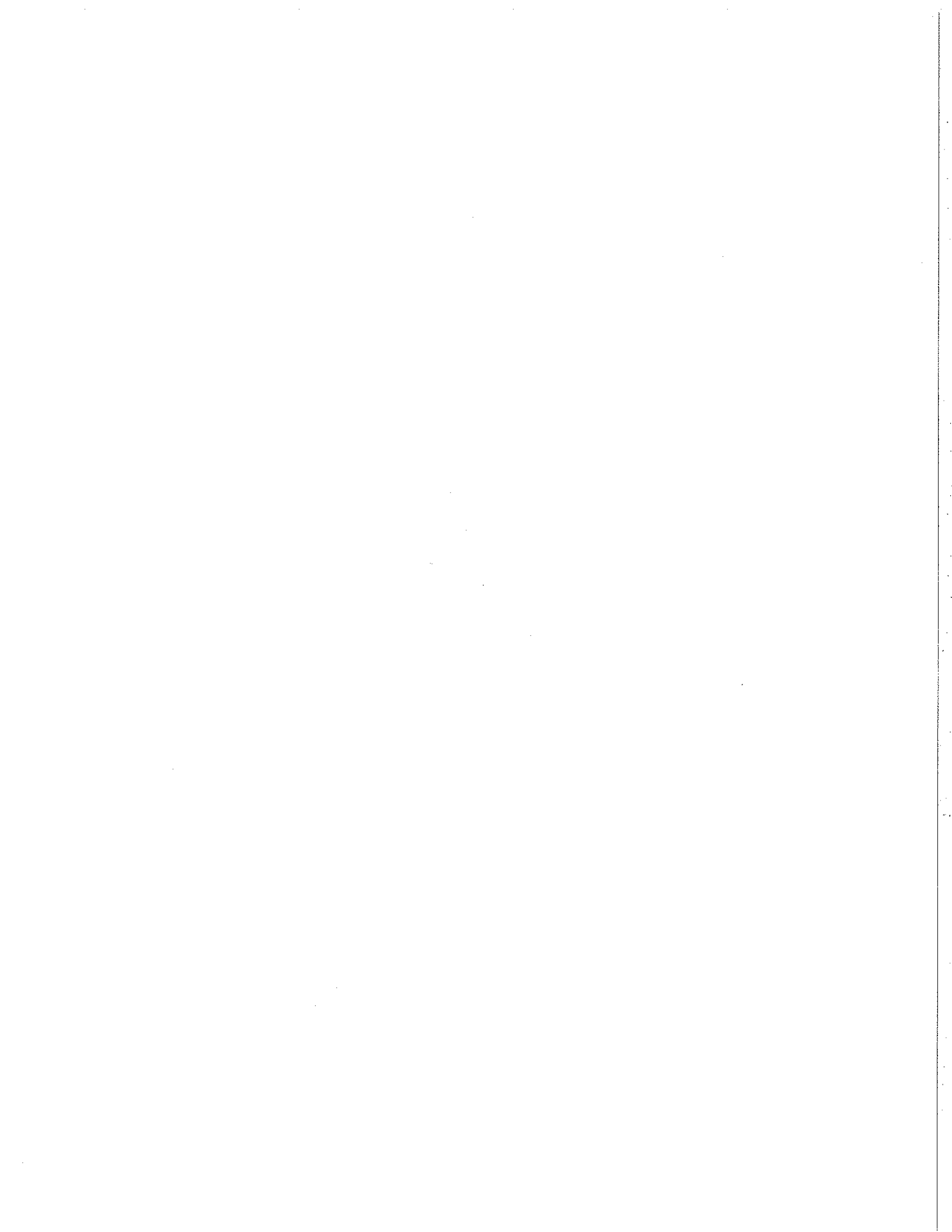


## **Attachment 3**



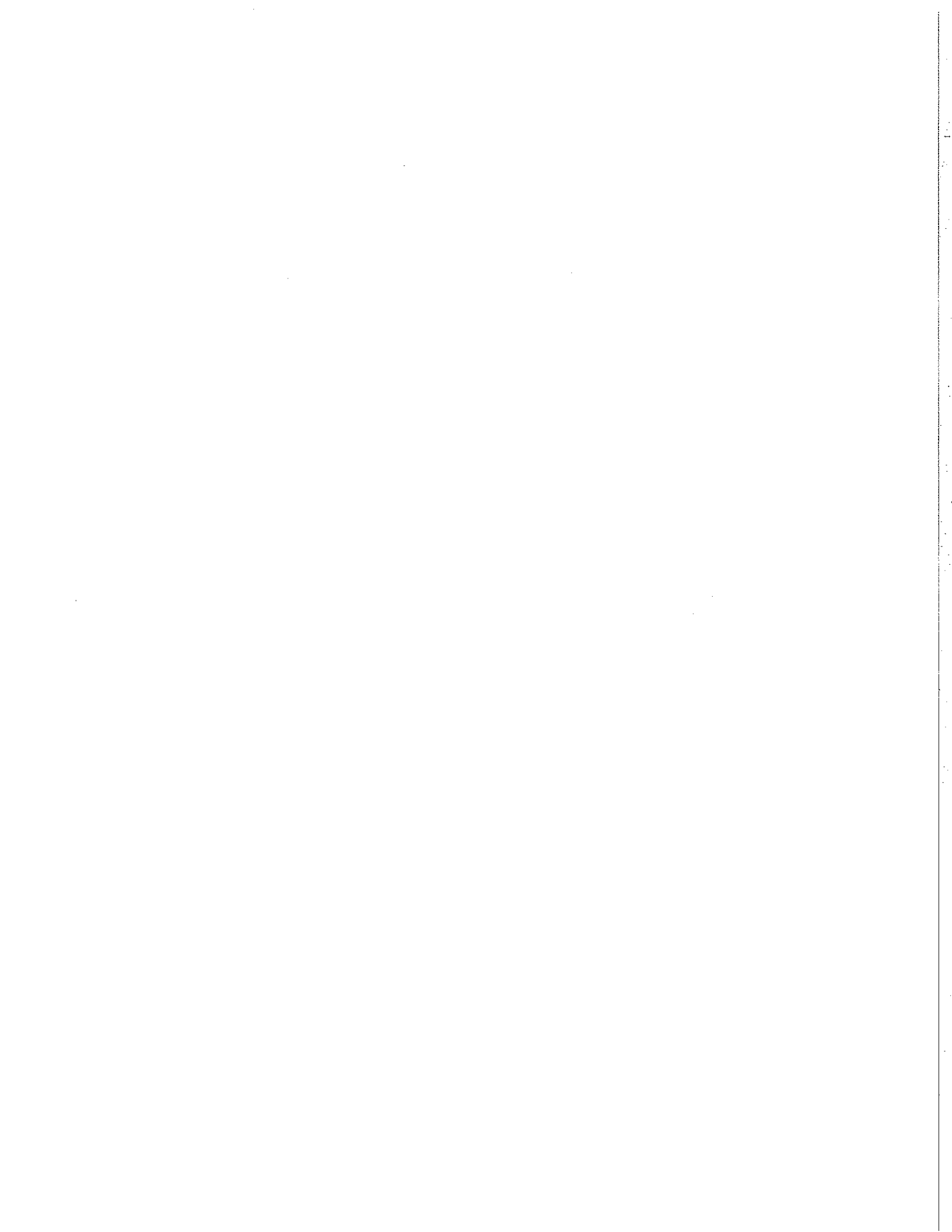
### FY 2009-10 Request by Program



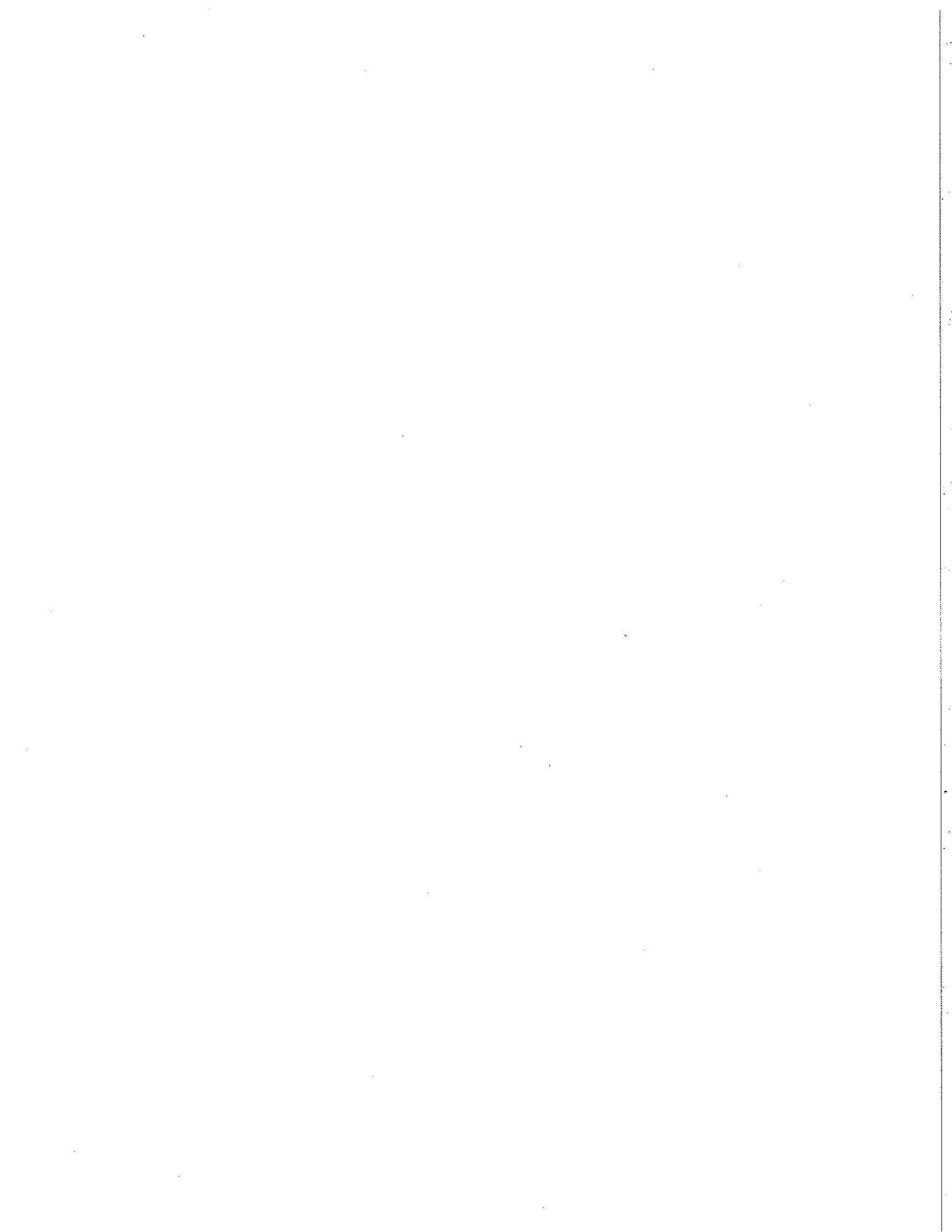


**FY 2009-10 CONTINUATION BUDGET REQUEST**

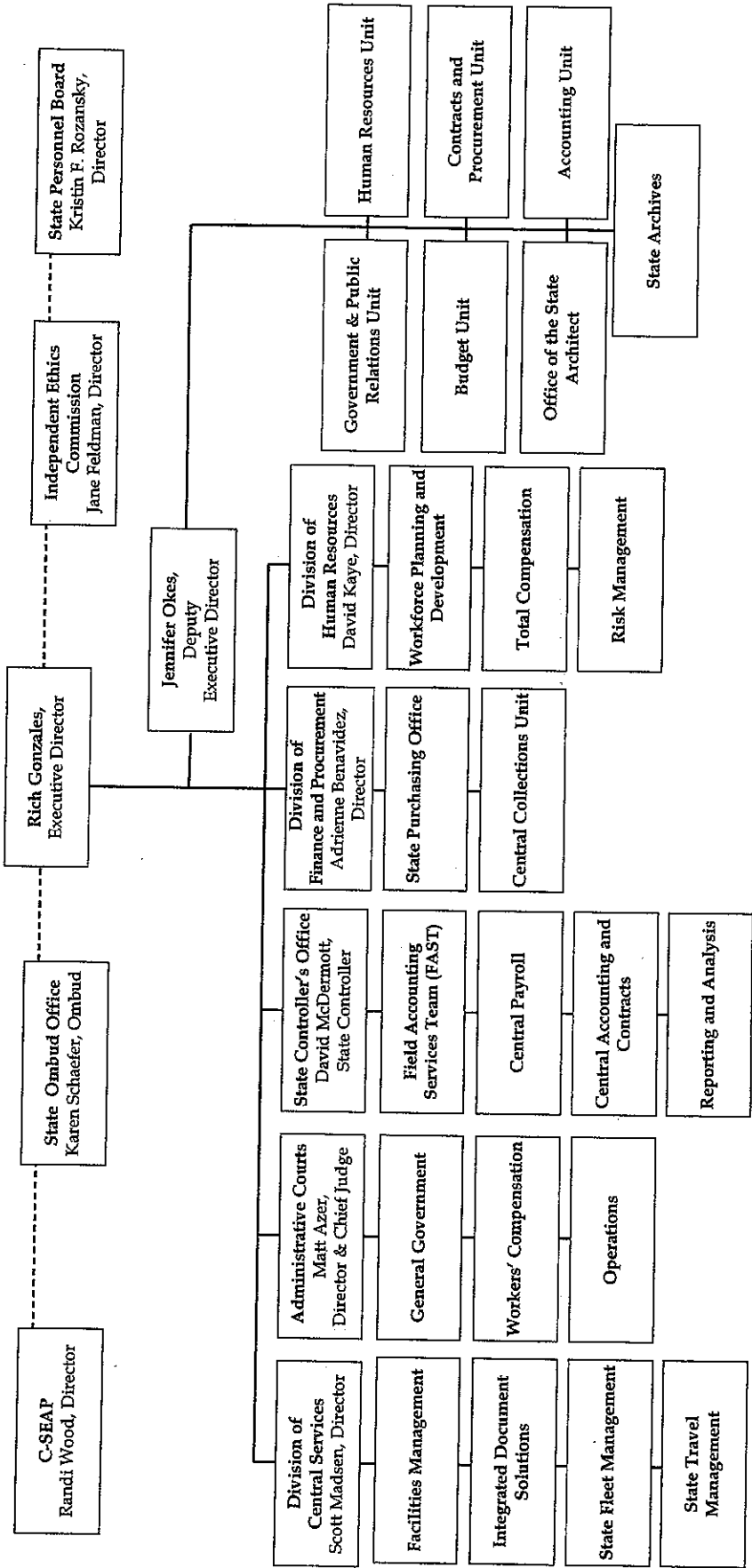
FY 2009-10 Budget Requests	%	Budget Request	GF Budget Request	CF Budget Request	RF Budget Request	Budget Request FTE
Division of Human Resources	42%	\$62,215,657	\$92,383	\$2,797,934	\$59,325,340	48.70
SPB and IEC	0%	\$606,115	\$91,191	\$1,196	\$513,728	6.60
Division of Finance and Procurement	3%	\$3,924,271	\$400,694	\$2,084,936	\$1,438,642	31.86
Executive Director's Office	9%	\$13,544,424	\$4,965,423	\$110,974	\$8,468,027	47.00
Division of Central Services	42%	\$61,692,463	\$0	\$24,069	\$61,668,394	193.10
Office of State Controller	2%	\$2,518,080	\$1,083,357	\$1,354,309	\$80,413	26.65
Office of Administrative Courts	2%	\$3,484,910	\$0	\$28,546	\$3,456,364	39.00
<b>Total</b>	<b>100%</b>	<b>\$147,985,920</b>	<b>\$6,633,048</b>	<b>\$6,401,964</b>	<b>\$134,950,908</b>	<b>392.90</b>



# **Attachment 4**







**Department of Personnel &  
Administration**  
 January 2009

