DEPARTMENT OF PERSONNEL and PERA

FY 2017-18 JOINT BUDGET COMMITTEE HEARING AGENDA

Wednesday, December 14, 2016

9 am – 12 pm

9:00-9:10 INTRODUCTIONS AND OPENING COMMENTS

9:10-9:50 DEPARTMENT OVERVIEW AND OTHER QUESTIONS

Workers' Compensation

1. Please provide a brief history of workers' compensation experience since FY 2011-12 that includes an explanation for variations in claims experience from year to year as well as administrative or program changes and their effect on costs.

Response: Pinnacol Assurance was the Third Party Administrator (TPA) for the workers' compensation program for approximately 20 years. On July 1, 2011, the workers' compensation program was migrated from Pinnacol Assurance to Broadspire. With this migration, many changes occurred. The loss control services that were previously provided by Pinnacol were brought into the Office of Risk Management. The number of claims have steadily decreased. Broadspire offers many services that have been utilized including support for the return to work program, nurse case managers, a senior nurse case manager program and an extensive information system that allows for advanced analytics to target opportunities for improvement in loss control and claims management. There has also been a targeted effort to settle older claims on a full and final basis to reduce the cost of the claims over time. The budget request is based on actuarial projections, not solely on past performance.

Prior to FY 2013-14, the workers' compensation expenses were grouped into one long bill line item. Beginning in FY 2013-14, the Workers' Compensation program was broken into 4 different long bill line items. The table at the bottom of page 5 of the Department of Personnel Staff Budget Briefing shows Workers' Comp Claims and Excess Policy expenses from FY 2012-13 through FY 2015-16. FY 2012-13 expenses appear much higher than the subsequent 3 years because FY 2012-13 includes the Third Party Administrative (TPA) Fees/Loss Control and Legal Services expenses in addition to the Workers' Compensation Claims and Excess Policy expenses. Excluding the TPA/Loss Control and

Legal Services expense, FY 2012-13 Workers' Comp Claims and Excess Policy expenses total approximately $34.8 million.

2. Are payments for *injury on the job* tied in to the workers' compensation program? If so, please explain this component.

Response: If an employee is injured on the job, the workers' compensation program will cover any medical expenses related to the incident, as well as providing wage replacement for the time the employee is unable to work. Wage replacement is 66 and two-thirds of an employee's base salary.

Outside of the workers' compensation program, state employees are able to utilize injury leave, which is a wage continuation available for leave resulting from injury. Injury leave is a type of leave as defined in personnel rule, provided to supplement an injured worker's pay. Injury leave pays the difference between the workers' compensation wage replacement (66 and two-thirds of the salary) and the employee's normal wage, and can be utilized for the first 90 occurrences (these could be full or partial days of leave).

Statewide Indirect Costs

3. Please provide a primer on the concept of indirect costs and how they play out in the budget.

Response: Please see "Appendix A – Statewide Cost Allocation Plan Primer" attached to this presentation.

4. Please discuss the statewide indirect cost assessment and recovery process as administered in the State Controller's Office. Why do indirect costs vary from year to year? What might cause indirect costs to increase? Please explain how the federal government plays a role in the indirect cost process and how federal funds are collected to pay for indirect cost assessments? Does the federal government pay for a fair share of State overhead costs through this process?

Response: As discussed in the SWCAP primer included as part of this presentation, there are a number of factors that can explain why indirect costs can change from year to year. The allocations developed through the plan are a function of federal costs allowed or disallowed by the federal government, actual expenditure patterns four years prior to the budgetary implementation of the SWCAP, and a cost pool based on actual expenditures two years prior to the budgetary implementation of the SWCAP. The Office of the State Controller functions as the State's expert on collecting and processing the data and inputs necessary to complete and submit the SWCAP to the federal oversight agency (Department of Health and Human Services – Division of Cost Allocation) for approval. Once approved, the OSC is responsible for ensuring the accurate budgetary implementation of the SWCAP.

The FY 2017-18 total recoverable amount increased by $3,219,491, as follows: an increase of $1,790,950 in cash funds sources, an increase of $1,653,354 in reappropriated funds sources, and a decrease of $224,813 in federal funds sources. The OSC cannot easily identify every component that drives the total change, but the primary drivers are:

1. An increase in the overall cost pool due to an additional $1 million appropriated for the Office of the State Architect's statewide planning function (SB 15-270).
2. The Office of the State Controller's contribution to the overall cost pool increased by approximately $300,000 due to a decrease in credits received from the Western States' Contract Alliance.
3. Depreciation expense decreased by $1.3 million due to the differences between the COFRS methodology for recognizing depreciation and the CORE methodology.
4. Resources used for implementing CORE were removed from the SWCAP cost pool and included in the capitalized expense of that project –this shrank the allocable pool. The FY 2017-18 plan includes the movement back into standard operations as resources are now providing centralized services (and not implementing a capital project – which is a disallowed expense under the SWCAP guidance).

The federal government ensures that all overhead cost that is allocated to user agencies and ultimately to the federal programs are reasonable, necessary and allowable per Uniform Guidance listed under 2 CFR, Part 200. The federal award must bear its fair share of an administrative overhead. An indirect cost rate is a tool for determining the proportion of indirect costs each program should bear. The agreed upon rate(s) shall be accepted and made available to all federal agencies for their use unless prohibited or limited by statute. Some federal programs have a 'cap' on rates or allows only a flat percentage point for an overhead. In this case, before accepting a federal grant, management should consider sustainability of the grant.

The Department has provided the full copy of the SWCAP plan as DPA Hearing Response Appendix B – 2018 Statewide Appropriations Cash Fees Plan.pdf for review. Due to the length of the report, it has not been printed for the Department's Hearing presentation materials.

CNG Vehicles

5. Please explain the Department's approach to including CNG vehicles in the annual vehicle replacement process.

Response: Pursuant to C.R.S. 24-30-1104 (2) (c) (II) the Department reviews all vehicles being requested on the Replacement Vehicles Suspect List submitted in the Annual Fleet Request, and flags vehicles with body styles (also referred to as platforms) that will have alternative fueled vehicle (AFV) opportunities. This is done in the replacement process due to the potential increase in cost that may be needed to make the purchase in the requested fiscal year. Due to the nature of technological changes, any given AFV body style(s) may not be available at the time of purchase (approximately 18-24 months from the Annual Fleet Request submission) as it was identified at the time the Replacement Vehicles Suspect List is compiled, but consideration in this process is given to industry projections and trends.

Compressed natural gas (CNG) vehicles were not identified in the FY 2017-18 Replacement Vehicle Suspect List unless the requested body style is projected to be available. Industry trends show typically only the larger vehicles from ½ ton pickups up to Semi-trailer platforms are being identified as best options for CNG body style up-fit. Fueling infrastructure is not considered as part of the initial identification process. However, fueling infrastructure is considered during the ordering process at which time the Department works with the requesting agencies to identify if new AFV refueling locations make any given approved AFV replacement vehicle viable.

Please explain the Department's interpretation of statute regarding assessing lifecycle costs for alternative fuel vehicles.

Response: Pursuant to C.R.S. 24-31-1104 (2) (c) (II) the Department must identify Alternative Fuel Vehicles (AFV) purchase opportunities when the available platform is within ten percent of the cost of a conventional petroleum fueled vehicle. In order to accomplish this a base line life cycle model must be produced, per vehicle type, to compare against an AFV type vehicle. Data collected through various sources, whether actual historical fleet data like maintenance costs that is received from the Colorado Automotive Reporting System (CARS), or projected data, such as incoming vehicle fuel mileage provided in the vehicle manufacture distributed data, is placed into a vehicle-specific life cycle calculator that is typical within the industry. Life cycle methodology includes the same elements in the analysis as what is included in a conventional petroleum fueled vehicle to create equitability in the evaluation process. The data points being evaluated are items such as: projected miles traveled, recognized fuel cost for the petroleum and AFV fuel source, petroleum equivalent of miles per gallon (MPG) per vehicle platform, historical maintenance cost per vehicle type, projected end of life resale values, and cost differential per vehicle type.

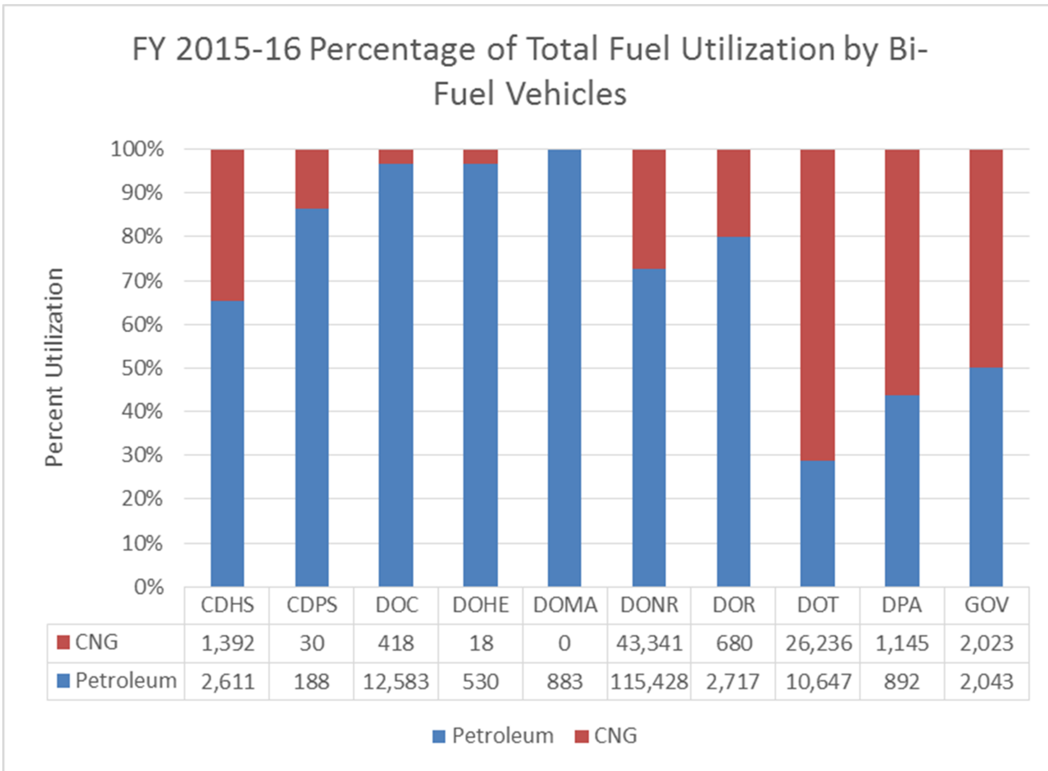
This methodology is applied after the current fiscal year Replacement List has been approved and the vehicle awards have been made. Once the methodology is applied the AFV that has passed the methodology is distributed along with the Replacement Vehicle list to the agencies for investigation of vehicle replacement opportunities. Even though a vehicle platform may have multiple AFV types the final job duties of the vehicle may not apply to a specific type of platform. For example, a CNG truck may not be able to sacrifice the bed space for the CNG tanks and associated equipment. In that case the next available AFV type would be E-85 and that platform would be another consideration. Each agency is required to review the options available and cooperatively apply the appropriate choice to the vehicle replacement. Other tools that can be accessed by the agencies to help the agency Fleet Coordinators make more informed decisions are CARS reporting and National Renewable Energy Laboratory (NREL) Fleet Dash that demonstrates locations and events that were missed opportunities with AFV.

6. What is the additional cost associated with the purchase of CNG vehicles.

Response: In FY 2015-16 the average cost for compressed natural gas (CNG) equipment up-fit across all vehicle types that were awarded in the State Vehicle Bid Award was $11,875 per vehicle.

7. Please provide statistics related to the current or recent usage of CNG and gasoline for dual-fuel vehicles by department and statewide.

Response:



CORE

8. Describe the Department's experience with the implementation of the new CORE accounting system, with specific focus on document management and training.

a. How has the implementation improved business processes in the Department?

Response: First, CORE has a more detailed chart of accounts structure, allowing additional coding elements to be utilized for enhanced reporting. Next, electronic workflow has streamlined the approval of documents and eliminated most paper approvals. Third, purchase orders (POs) are issued electronically to vendors, eliminating paper POs. Additionally, all financial transactions are recorded in the system, eliminating off-the-system post-closing entries, improving efficiency in reporting, and improving internal controls. Furthermore, electronic filing has enabled the State to attach documents in the system, enabling the State to become relatively paperless, increasing efficiencies. Finally, The

Office of the State Auditor (OSA) has access to most of the documents in CORE, which has resulted in a reduction to the amount of information Departments need to provide to OSA.

b. What challenges has the Department experienced since implementation and how have they been resolved (i.e. training, processes, reports, payroll)?

Response: The largest challenge experienced since implementation has been the labor allocation process and interface (CPPS/CLAS/CORE). In CORE, as well as in other modern ERP systems, labor allocation is performed in the payroll module, rather than the financial module. The State did not replace its legacy payroll system, which does not have the ability to allocate labor. As a result, the State built a labor allocation module that uses the hours from the State's timekeeping process and labor costs from the payroll system to distribute payroll costs appropriately. This proved to be a time consuming and challenging task. The State diligently worked with its payroll system vendor, OIT and departments to build a labor allocation system and resolve the interface issues.

Another challenge since implementation is training. A number of the initial training courses provided pre-go live were general, and not all trainings provided an opportunity for staff to experience specific department-level transaction processing examples. Since implementation, additional training materials were created and trainings were held for users to attend. Some trainings were also made available to users electronically to reference as needed. Training and training materials will continuously be reviewed and modified as necessary to further benefit the end users.

c. What impact have these challenges had on the Department's access to funding streams?

Response: None of the challenges above led to a restriction or denial of access to funding streams for the Department of Personnel & Administration. Despite being late for monthly and annual reporting, the Office of the State Controller (OSC) and departments worked with federal agencies to avoid any penalties. Statewide, the Department of Human Services and the Department of Education were subject to federal sanction as a result of the delayed monthly closing schedule for CORE.

d. How has the implementation of CORE affected staff workload?

Response: A substantial amount of work was needed to stand up CORE. The issues experienced with the labor allocation interfaces also resulted in additional work until the State reached an equilibrium late in FY 2015-16. So far, the labor allocation interfaces for FY 2016-17 have been processed timely, and the State is maintaining its scheduled accounting period close dates. The OSC has put in processes to address issues with CORE which has led to greater system stabilization and reduced staff workload.

e. Do you anticipate that CORE implementation will result in the need for a permanent increase in staff? If so, indicate whether the Department is requesting additional funding for FY 2016-17 to address it.

Response: The Department does not anticipate that the implementation of CORE will require additional staff in FY 2016-17 or FY 2017-18.

Reporting SERF Transfers as Expenditures in Budget Schedules

9. Please describe the policy for including preliminary SERF transfer amounts within actual expenditures in budget schedules. Please explain why this policy was made and how this reporting policy serves the budget process and enhances information regarding actual expenditures in line items.

Response: The Office of the State Controller processed the SERF transfers consistent with how the State's financials are recorded. The Office of the State Controller and the Department will work with JBC staff to ensure that the transfer and expense information is reported in a way that provides information in a manner consistent with JBC and other budgetary needs.

Human Resources and Personnel Management at the Department of Education (DOE Briefing)

Added 12/9/16: During the BY 2017-18 JBC Staff Briefing for the Department of Education on December 7, 2016, the JBC Staff addressed the Department of Education's use of at-will staff. As discussed in the briefing, the Department of Education has eliminated 84 of 106 classified FTE positions since FY 2011-12 and converted the previously-classified positions to at-will status. Please discuss the Department's interactions with the Department of Education related to classified and at-will staff. Does the Department of Personnel have oversight of the Department of Education's personnel practices? Has the Department of Personnel discussed the use of classified and at-will staff with the Department of Education? Please explain.

Response: The Department has general oversight of human resource management activities for classified positions and personnel, but does not directly manage the hiring process for individual agencies. The Department has had no discussions with DOE regarding the use of classified and at-will staff with DOE.

9:50-10:20 ISSUE 1: TOTAL COMPENSATION REQUEST OVERVIEW

10. Please explain the difference between classified and non-classified employees and how compensation policies affect or guide compensation for each group. How are non-classified salaries determined?

Response: Classified employees are those who hold positions within the state personnel system. Non-classified positions are those exempted from the state personnel system pursuant to Article XII of the Colorado Constitution and/or state statute. Compensation for classified employees is guided by federal and state laws, personnel rule, and policies established by both the Department of Personnel & Administration and executive management within principal departments and the Governor's Office. Salaries for non-classified staff are subject to the same guidance, with the exception of the mandates prescribed by the State Personnel System.

11. Please explain the concept of range adjustments generally. Please explain how range adjustments affect employees at the bottom and top of the range, particularly in the context of an across-the-board increase that exceeds the range adjustment.

Response: Pay range adjustments are made to maintain alignment of the state's pay plan (compensation framework) with the market. Range adjustments impact individual employee salaries ONLY when range minimums exceed the pay rate for an individual employee. In those instances where ranges are adjusted and the minimum exceeds individual employee salaries, salaries are increased to the new minimum of the pay range. In instances where pay ranges are adjusted downward, employee salaries that exceed the new range maximums can be held for a period of three years (saved pay) and then reduced to the new range maximum.

In instances where there is a range adjustment and an across the board that are not equal (for example, a 2.2% range adjustment and a 2.5% across the board increase), for employees already at the maximum of the range, the range will be adjusted upward 2.2%, the employees base pay will increase 2.2% (base building), and, depending upon policy, a 0.3% non-base building award may be granted.

12. Does the executive request for compensation common policies for state employees consider increases for community provider payments? If so, please explain how. If not, please explain why not.

Response: To the extent that community providers represent the "market" for comparable positions within the classified system, pay rates for positions within those organizations would be considered in the analysis of prevailing compensation. Payments by the state to community providers, in and of themselves, are not related to the evaluation of total compensation for classified employees. DPA is not involved in setting any aspect of compensation for the community providers.

13. Please explain why employee benefits such as Health, Life, and Dental tend to be better compensated in state employee pay than in the market generally.

Response: The value of the State's medical plan is between the 50th percentile and 75th percentile of the market. Overall, the State's most populated medical plan is 7.4% above the market median. The State's dental plan is 1% above the market median and the State's life insurance plan is aligned with the market median. Generally, the State's Health, Life, and Dental benefits tend to be slightly better than the market due to maintaining the prevailing market ratio (employer:employee) contributions to premiums at 80%/20%, and in recent years, has been able to minimize premium rate increases borne by employees. We have not, however, been able to keep pace with the market relative to base pay adjustments.

14. Does the Department like the Governor's request for an across-the-board increase? Are there other ways that the Department believes the amount for the increase could be used for total compensation? What does the Department think about the Governor's request to transfer the balance in the State Employee Reserve Fund (SERF) to the General Fund?

Response: The Department utilizes several tools to accomplish its statutory requirement to provide prevailing compensation, including across the board increases and merit pay, and believes that each tool is appropriate to utilize under certain circumstances. For FY 2017-18, the Governor felt that an across the board increase was most appropriate given that state employees have not received a pay increase since FY 2015-16. Over the last ten years, through the annual salary survey process for the annual compensation report, the State has estimated needing the amounts shown in the table below. The total percent provided is listed by fiscal year, which is detailed further in the Total Compensation Timeline. As the table demonstrates, state salary increases have not kept pace with the market over the last ten years and a cost of living adjustment is the most equitable solution at this time for employee retention.

Historical Market Salary & Actual State Salary Increases		
Fiscal Year	**Estimated Market Salary Increase**	**Actual Average State Salary Appropriation**
FY 2007-08	3.50%	3.70%
FY 2008-09	3.80%	3.80%
FY 2009-10	3.80%	0%
FY 2010-11	1.80%	0%
FY 2011-12	2.22%	0%
FY 2012-13	2.30%	0%
FY 2013-14	9.20%	3%
FY 2014-15	3.80%	3.7%
FY 2015-16	3.00%	0.8%
FY 2016-17	3.00%	0%

While merit pay is a meaningful compensation tool and is the most common tool applied in the market, the increasing gap between overall base pay and the prevailing market makes the across-the-board increase appropriate in the upcoming fiscal year. The Department has not identified a higher priority for those funds relative to the total compensation package. Under our current budget constraints, the across-the-board increase is critical to closing the gap and facilitating the application of merit pay in the coming years.

From an employee compensation perspective, the Department supports the Governor's budget request as it is a balanced budget with funding requested to address the gap between state salaries and market salaries. With respect to the Governor's request to transfer the balance of the SERF to the General Fund, the Department defers to the Governor's Office for its perspective on balancing the State's budget.

10:20-10:30 BREAK

10:30-11:15 ISSUE 2: FUNDING MERIT PAY

15. In years that merit pay was funded, please detail the percentage distribution of employees within the merit pay matrix that have received a merit pay increase.

Response: Response: Please see the tables below which show percentage distribution of employees within the merit pay matrix that have received a merit pay increase.

FY 2013-14 Employee Distribution Within Merit Matrix						
Performance Rating	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Quartile 5	Total
3	13.2%	5.5%	3.5%	2.6%	0.0%	24.8%
2	36.3%	15.0%	9.6%	7.1%	0.0%	68.0%
1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	49.6%	20.5%	13.1%	9.7%	0.0%	92.8%

FY 2014-15 Employee Distribution Within Merit Matrix						
Performance Rating	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Quartile 5	Total
3	10.6%	4.6%	4.1%	4.2%	0.5%	24.1%
2	33.0%	14.5%	12.9%	13.3%	1.6%	75.3%
1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	43.6%	19.1%	17.0%	17.5%	2.1%	99.3%

FY 2015-16 Employee Distribution Within Merit Matrix						
Performance Rating	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Quartile 5	Total
3	13.1%	5.3%	4.1%	3.3%	0.4%	26.2%
2	36.5%	14.7%	11.4%	9.1%	1.2%	73.0%
1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	49.5%	20.0%	15.5%	12.4%	1.7%	99.2%

Note that merit pay was not awarded to individuals above the 4th quartile in FY 2013-14 (Quartile 5). Including this population in the overall count would cover 99.2 percent of the population.

16. Please explain how the employee evaluation process has been affected by not funding merit pay? What training and other processes are in place to assure that evaluators are fairly assessing employees through the performance evaluation process? Does the Department have concerns with how the merit and performance evaluation process operate in practice? How might we ensure the integrity of the evaluation system?

Response: When merit pay is not funded, it may have a negative impact on the value of performance planning and appraisal and has a negative impact on employee motivation and morale.

The state's performance planning and appraisal process requires communication and discussion of performance expectations, ultimately encouraging a collaborative approach to goal setting and achievement. Training is mandatory for all employees who have planning and appraisal responsibilities.

The Department does not have significant concerns about how the system operates in practice, but is concerned that absent meaningful, ongoing funding for merit pay, the success of the system in promoting performance excellence has been inhibited.

As mentioned previously, the system is designed to facilitate clear, consistent, documented performance expectations. This is the cornerstone of system integrity and is supported by a review process during evaluation as well as dispute resolution processes available to employees when they believe the process has failed.

17. Please comment on other government systems for salary and performance evaluation. How might we provide opportunities for employees to move out and back in to state employment to refresh their skills outside of state employment? For example, how might we encourage opportunities for IT professionals and other science or engineering professionals to get out of the state workforce temporarily to refresh their skills without penalizing them?

Response: Where the state sees skill gaps that can only be filled through work outside of state government, partnerships with other organizations can easily be established. Certified employees who leave state government have the privilege of reinstatement if and when they return to state employment. The Department can conduct additional research and report back to the Committee if detailed strategies are desired.

18. If a goal is to move employees to salary mid-range over five years or some other defined period of time, isn't an automatic step system the better way to get employees there? Please explain how the merit pay system might address this goal more effectively or successfully than an automatic step system.

Response: If the goal of the compensation structure is singular in its intent to move employees to the middle of the range over a defined time period, then yes, a step system is a way to ensure that movement takes place. However, this type of system does not consider performance as a metric when awarding employees (through salary increases) for their achievements during the performance year. This is a reason why the market has moved to a compensation philosophy that considers performance as a primary criterion in providing salary adjustments – these types of adjustments link base pay increases with performance outcomes that benefit both employee and employer. This tool is generally preferred to automatic step increases because step increases do not relate to employee competence or achievement of specific performance goals.

19. What have we done as a State to provide total compensation for state employees over the last ten years and how have we made adjustments to accomplish total compensation? Please provide a brief history of pay increases and benefits policies over the last ten years. How does merit pay funding help achieve the goals of total compensation policy?

Response: Over the last ten years, through the annual salary survey process for the annual compensation report, the State has estimated needing the amounts shown in the table below. The total percent provided is listed by fiscal year, which is detailed further in the Total Compensation Timeline (see attached Appendix C).

Historical Market Salary & Actual State Salary Increases		
Fiscal Year	**Estimated Market Salary Increase**	**Actual Average State Salary Appropriation**
FY 2007-08	3.50%	3.70%
FY 2008-09	3.80%	3.80%
FY 2009-10	3.80%	0%
FY 2010-11	1.80%	0%
FY 2011-12	2.22%	0%
FY 2012-13	2.30%	0%
FY 2013-14	9.20%	3%
FY 2014-15	3.80%	3.7%
FY 2015-16	3.00%	0.8%
FY 2016-17	3.00%	0%

Within the last ten years, the State has utilized two different performance-based systems to reward employees for high performance. Performance pay has been awarded twice and merit pay has been awarded three times within the last ten years. Market increases have also been awarded five out of the last ten years. By funding merit pay consistently, the state will achieve the goals of total compensation which align with the Department's performance plan to recruit, retain, and reward their employees.

The State has developed a merit pay system in order to provide periodic salary increases for employees within the state personnel system pursuant to 24-50-104(1)(c)(I). If merit pay is funded consistently, this will allow employees to move through the pay ranges as competencies are developed and allow the State to provide prevailing total compensation required by 24-50-104 (1)(a)(I).

20. Please provide the Department's perspective on the policy proposal in the staff document issue for funding merit pay. What does the Department think about the proposal? Does the Department think merit pay should be funded, more or less automatically, on an annual basis? Will regular funding of merit pay address the problem of state employee clustering at the bottom of the range?

Does the Department believe that merit pay might partially be funded by vacancy and turnover savings? What are the technical challenges of moving to such a policy generally and providing funding through vacancy and turnover savings? If we choose not to fund merit pay regularly, should the State move back to a step system? Does the Department have another approach that might address clustering at the bottom of the range and providing for employee movement to a mid-range salary over a given period of time?

Response: The Department of Personnel & Administration is supportive of the concept to create a mechanism to fund salary increases for State employees on an ongoing basis; however, any policy that is adopted must be flexible to address current needs of state employees within budgetary constraints. The lack of funding for the various performance-based systems over the past 10 to 15 years has contributed to the grouping of state employee salaries at the bottom of the range. JBC staff's proposal to fix the merit pay funding to a specific percent allows for a more predictable budgetary expense, but it does not allow for the State to adjust its need based upon the market's prevailing compensation – this amount should be adjusted as the market adjusts. Allowing the funding amount to "float" with the market will give the State the flexibility to address salary needs as they change in the future.

With respect to the requirement to fund merit adjustments through vacancy savings in individual personal services lines, this approach would be difficult to implement effectively. Vacancy savings occur across many different personal services lines, for many different reasons and at intervals that may not be easily projected. A personal services line item that has vacancy savings in one year may fully-expend the appropriation in the next. Requiring pay increases to be funded through vacancy savings may cause the "death spiral" mentioned in the JBC staff briefing – managers whose personal services lines would have been fully expended as a matter of operational need would have to hold vacancies open to fund merit increases. To the extent that those savings are more than is needed to fund merit, it would appear as though there are more vacancy savings to be captured, which would be used to justify additional reductions, and so on. Allowing the SERF to account for those differences may be a partial solution, but the SERF is one-time funding and does not substitute perfectly for a base-building merit adjustment.

With respect to approaches that may be considered as alternatives, the Department believes that the tools currently available to it are sufficient to accomplish the statutory requirement of providing prevailing compensation and moving employees toward the midpoint of their respective ranges. Merit increases, across-the-board (ATB) increases and in-range adjustments are the primary tools available to the State at the current time. Depending upon the circumstances, the State should allow itself the flexibility to use either of these tools as appropriate. For the FY 2017-18 request, and primarily because salary adjustments weren't funded for FY 2016-17, the Department believes that providing an increase through the ATB framework will bring the State's workforce closer to prevailing compensation than funding an adjustment through merit pay.

11:15-11:30 BREAK

11:30-11:40 PERA INTRODUCTIONS AND OPENING COMMENTS

11:40-12:00 Issue 3: PERA UPDATE AND S.B. 10-001 REPORT

1. Please provide a good definition of "unfunded liability".

2. What are PERA's thoughts on addressing the unfunded liability?

3. What legislative action was taken prior to 2010? Please provide a summary history.

4. Was PERA ever considered to be fully funded? At what points in the last 20 years was PERA considered to be fully funded? Were legislative actions taken as a result of the full funded status? Please describe such actions and PERA's position on those actions.

ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED

1 Provide a list of any legislation that the Department has: (a) not implemented, or (b) partially implemented. Explain why the Department has not implemented or has only partially implemented the legislation on this list. Please explain any problems the Department is having implementing any legislation and any suggestions you have to modify legislation.

Response: There is no legislation that the Department has not yet implemented or has only partially implemented.

2 If the Department receives federal funds of any type, please respond to the following:

a. Please provide a detailed description of any federal sanctions or potential sanctions for state activities of which the Department is already aware. In addition, please provide a detailed description of any sanctions that MAY be issued against the Department by the federal government during FFY 2016-17.

Response: The Department of Personnel & Administration has not received any federal sanctions, nor does it anticipate any in the future. In recent years, both the Colorado Department of Human Services and the Colorado Department of Education were subject to federal sanctions as a result of the delayed monthly closing schedule for CORE. The Department does not anticipate any further delays in the monthly closing schedule for CORE, and therefore does not anticipate any federal sanctions in the future.

b. Are expecting any changes in federal funding with the passage of the FFY 2016-17 federal budget? If yes, in which programs, and what is the match requirement for each of the programs?

Response: The Department of Personnel and Administration does not currently receive substantial federal funding, however three program areas within the Department receive funds from federal sources. Of those three programs, which include the Colorado State Archives, the Address Confidentiality Program, and Colorado State Fleet Management, the Department is aware of the possibility of reduced federal funding for the Address Confidentiality Program and the Colorado State Archives. Details of these possible reductions are outlined below.

- The Address Confidentiality Program (ACP) was awarded $149,051 in federal Victims of Crime Act (VOCA) funds through a Crime Victim Services grant administered by the Colorado Department of Public Safety, for Calendar Year 2017. The program anticipates a duplicate award in Calendar Year 2018, pending satisfactory progress. The program is required to provide a 20 percent match, or $37,263.
- This award was granted prior to passage of the FFY 2016-17 budget, however, its duration partially overlaps the federal fiscal year. If a short-term continuing resolution is passed in lieu of a full FFY 2016-17 omnibus bill by December 9, government funding will only be continued at FFY 2015-16 levels through March 21, 2017. Opting for a continuing resolution would allow Congress to re-negotiate their funding priorities and gives the new Administration the ability to provide input on long-term funding plans. Distributing grant funding during a short-term continuing resolution is a challenge for many federal agencies, particularly since the federal fiscal year began October 1, 2016.
- The State Archives program typically administers on behalf of the Colorado Historical Records Advisory Board, annual funding through a State Programming Grant awarded by the National Historical Records and Publications Commission (NHPRC). The current calendar 2016 grant is for $40,000. The Department is awaiting a decision regarding whether a two-year award for $80,000 beginning January 1, 2017 will be approved. A 25 percent match ($10,000 in 2016 or $20,000 in 2017) is required. Additionally, State Archives was awarded a State Government Electronic Records (SGER) Grant, also through the NHPRC, for two years, beginning August 1, 2016. The award is $121,448, and requires a 50 percent match. It is unknown to the Department what if any changes FFY 2016-17 funding changes could have on State Archives grant funding.

3 Does the Department have any HIGH PRIORITY OUTSTANDING recommendations as identified in the "Annual Report of Audit Recommendations Not Fully Implemented" that was published by the State Auditor's Office and dated June 30, 2016 (link below)? What is the department doing to resolve the HIGH PRIORITY OUTSTANDING recommendations?

http://leg.colorado.gov/sites/default/files/documents/audits/1667s_annual_report_-_status_of_outstanding_recommendations_1.pdf

Response: Please see the attached Appendix D that addresses outstanding audit recommendations for the Department of Personnel & Administration.

4 Is the department spending money on public awareness campaigns? What are these campaigns, what is the goal of the messaging, what is the cost of the campaign? Please distinguish between paid media and earned media. Do you have any indications or metrics regarding effectiveness? How is the department working with other state or federal departments to coordinate the campaigns?

Response: The Department does not spend money on public awareness campaigns as its primary business is to support, or provide services to, other state agencies. The Department does have "earned media" to the extent that responding to media requests qualifies as such. The Department does not have any metrics to track the effectiveness of this media.

5 Based on the Department's most recent available record, what is the FTE vacancy and turnover rate by department and by division? To what does the Department attribute this turnover/vacancy?

Response: The Department has included information on turnover data, by department, in Appendix E of this document.

The vacancy rate used by the Department is equal to the number of vacant positions on October 31, 2016 divided by the total appropriated FTE. The Department has provided a chart below with that information by program, division, and Department.

DPA Vacancy Rate as of October 31, 2016			
Unit/Division	FY 2016-17 Appropriated FTE	Count of Vacant Positions on 10/31/16	Division Vacancy Rate
Executive Director's Office	18.3	0.0	
CSEAP	11.0	0.0	
Colorado State Archives	12.0	3.0	
Office of the State Architect	8.0	0.0	
Executive Director's Office	49.3	3.0	6.09%
State Agency Services	19.2	3.0	
Statewide Training and Developmen	4.0	1.0	
Employee Benefits	12.0	0.0	
Risk Management	11.5	2.0	
Division of Human Resources	46.7	6.0	12.85%
State Personnel Board	4.8	0.0	0.00%
DCS Administration	8.0	0.0	
Integrated Document Solutions	99.1	8.0	
Address Confidentiality Program	3.4	0.0	
Fleet Management	14.0	0.0	
Facilities Maintenance	55.2	2.0	
Division of Central Services	179.7	10.0	5.56%
Financial Ops and Reporting	29.5	2.0	
Collections	28.0	3.0	
Procurement and Contracts	17.7	2.0	
CORE Operations	21.3	4.0	
Division of Accounts & Control	96.5	11.0	11.40%
Administrative Courts	44.5	7.0	15.73%
Department Total	**421.5**	**37.0**	**8.78%**

Vacancy rates experienced by the programs can be attributed to several varied factors, which are outlined below:

- The State Archivist position has been vacant for several months during the national search to fill the position following the retirement of the previous State Archivist. Because of this, two other vacant positions were held open. This contributes to the entirety of the vacancies within the Executive Director's Office.
- The Division of Human Resources has planned to strategically fill positions in preparation for HRIS implementation. This has resulted in an elevated vacancy rate for the Division.
- While the Division of Accounts and Control has experienced high turnover following the implementation of CORE, the snapshot date for the Department's vacancy rate shows a substantially higher rate than would be the case if the snapshot were taken at a different time. Five positions within the Division were vacated in October and filled in November, contributing

to the high vacancy rate at the snapshot date. The Department is working to fill the other vacancies as quickly as possible.

- The Office of Administrative Courts experienced several retirements at the end of FY 2015-16. These retirements, in combination with working to fill the positions approved through the Decision Item for FY 2017-18, have contributed to this high vacancy rate.

6 For FY 2015-16, do any line items in your Department have reversions? If so, which line items, which programs within each line item, and for what amounts (by fund source)? What are the reasons for each reversion? Do you anticipate any reversions in FY 2016-17? If yes, in which programs and line items do you anticipate these reversions occurring? How much and in which fund sources do you anticipate the reversion being?

Response: The Department's budget schedules present total expenditures (including SERF transfers) and any reversions by fund source for each of the Department's long bill line items. To provide more information regarding reversions without SERF, the Department is including a table (Appendix F) which lists all long bill line items' FY 2015-16 appropriations by fund source, FY 2015-16 expenditures by fund source, FY 2015-16 SERF transfers and any FY 2015-16 reversions by fund source. Information regarding several of the more sizeable reversions is included here.

- The Archives program is experiencing significant decreases in revenue and does not generate the revenue necessary to support the cash appropriation for the program. Lower revenue combined with employee turnover in FY 2015-16 contributed to the Archives program's $208,000 reversion.
- The Division of Human Resources Personal Services reversions within the State Agency Services, Employee Benefits and Risk Management programs occurred as a result of vacancy savings. The specific amounts can be found in Appendix F. These programs will be filling positions strategically in preparation for HRIS implementation. At this time, the Department does not anticipate reversions in FY 2016-17.
- Reversions in the Workers' Compensation program lines--Workers' Compensation Claims, Workers' Compensation TPA Fees Loss Control, Risk Management Workers' Compensation Excess Policy and Risk Management Workers' Compensation Legal Services line items resulted from a reduced number of claims. Annual Workers' Compensation program costs vary based on the number of claims, severity of claims, and type of injury. Additionally, the litigation costs have been transitioning from outside counsel to the AG's office resulting in lower legal service costs and lower claim costs.
- Appropriations for Integrated Document Solutions Personal Services, Operating Expenses line items include contingency funding equal to five percent of the total appropriation. The Commercial Print Payment and Postage line items were each appropriated additional funding at the time the lines were separated from the Operating Expenses line in order to accommodate unpredictable volume increases in outsourced print jobs and postage needs. Expenses in these line items are volume driven, but the Department does not anticipate substantial reversions in FY 2016-17.
- When the Fleet Fuel and Auto Supplies line item was introduced, the initial appropriation was increased from the appropriation it carried from its originating line item, Fleet Operating Expenses. This was to accommodate unpredictable volume increases in automotive fuel and maintenance expenses. Expenses in this line item are purely volume driven, but the Department does not anticipate substantial reversions in FY 2016-17.

- The Office of the State Controller which includes Financial Operations and Reporting Personal Services and CORE Personal Services experienced high turnover in FY 2015-16. The Department is actively filling vacant positions.
- The Collections program anticipated a large increase in volume and requested additional resources which were approved in the FY 2015-16 Supplemental Bill (HB 16-1246). However rather than a large increase in volume, the program experienced a decrease in volume due to the end of the business partnership with the community college system. The lower volume of accounts turned over to the Collections program in addition to the incorporation of paperless processes resulted in reduced printing, postage and other operating costs. Additionally, the program was unable to fill all the additional positions requested in the Supplemental Bill and when coupled with turnover during the course of the fiscal year, the program experienced significant reversions. Currently, the Department does not anticipate reversions in FY 2016-17.

7 [Background Information: For FY 2017-18, the Department of Law has submitted a request to change the calculation of legal services appropriations as well as the monthly billing system for legal services provided to state agencies. Specifically, the proposal would: 1) calculate the number of budgeted legal services hours for each agency as the average of actual usage in the prior three years; 2) include a two-year average of “additional litigation costs” such as court reporting, travel for depositions, expert witness costs, etc., in the appropriation for legal services (these costs are not currently included in the appropriation and are often absorbed from other personal services and operating expenses line items); and 3) convert from monthly billing based on the actual hours of service provided to monthly billing based on twelve equal installments to fully spend each client agency’s appropriation.]

Please discuss your agency’s position on the Department of Law’s proposed changes to the legal services system, including the potential impacts of the changes on your agency budget. That is, does your department support the proposed changes? How would you expect the changes to positively or negatively impact your department? Please explain.

Response: The Department of Personnel & Administration supports the proposed changes to the Department of Law’s Legal Services common policy. DPA believes the proposed changes will allow it to more accurately plan for budgeted expenses, by program, in subsequent fiscal years.

Under the current methodology, DPA pays for legal services as they are rendered. This approach works well for programs that have relatively large, consistent and predictable needs for legal services, regardless of how those programs are funded.

However, for programs whose legal services budgets are relatively small, depend upon cash fund rates to generate the appropriate revenue, or whose needs can fluctuate considerably between fiscal years, the pay-as-you-go paradigm presents budgeting challenges. Programs with smaller legal services budgets are extremely sensitive to increases as spending authority may be lacking. Even with the allowance to use personal services appropriations to cover legal expenses, smaller programs are less likely to be able to absorb cost overruns in legal services line items.

Programs that are cash funded may also have more difficulty in the pay-as-you-go system because large, unanticipated fluctuations in legal services expenses are not likely to have been projected during cash fee rate-setting. Aside from the spending authority issue this creates, the lack of fee-based revenue to cover this expense may drive down fund balances and contribute to swings in cash fee rates from year-to-year.

DPA believes that the issues outlined above will be resolved with the Department of Law's proposed changes. Because legal services appropriations will be fixed by the Department of Law each year, programs will not need to worry about having the appropriate spending authority for its legal expenses. Also, fixed appropriations will allow cash funded programs to plan for the total legal services expense for a given year, barring any supplemental appropriations that might require an adjustment to fee revenue.

8 What is the expected impact of Amendment 70 (minimum wage increase) on Department programs? Please address impacts related to state personnel, contracts, and providers of services.

Response: Based on a snapshot of the October 2016 workforce data, there will be no impact for Amendment 70 to permanent existing state personnel. To the extent that the Department utilizes temporary staffing agencies to support its business, such as in the Integrated Document Solutions program, there may be an impact to contracted costs or providers of services in the future.

9 Please provide an update on the Department's status, concerns, and plans of action for increasing levels of cybersecurity, including existing programs and resources. How does the Department work with the Cybersecurity Center in the Office of Information Technology?

Response: The Office of Information Security, within OIT, provides security governance, security architecture, risk management, compliance assessment support, and security operations functions for the Department of Personnel & Administration.

The Office of Information Security has input into the 5-year plans for the Department and has worked to prioritize projects benefiting the Department such as: the Enterprise Firewall Refresh project, new quarterly security awareness trainings, and an enterprise security log collection and correlation engine. Additionally, OIT implemented a mandatory two-factor authentication for Google email users across the executive branch agencies, which is expected to reduce phishing attempts by 90%.

Also, the Office of Information Security, within OIT, produces a quarterly risk report card, in which they measure risk for the Department and have specific goals set for reducing risk.

10 Is the SMART Act an effective performance management and improvement tool for your Department? What other tools are you using? Do your performance tools inform your budget requests? If so, in what way?

Response: In addition to the tools implemented by the SMART Act, the Department frequently utilizes the Lean system of process improvement as a performance management tool. In the upcoming year, the Department will be supplementing existing process improvement projects utilizing process improvement guidance provided under the Governor's Lean initiative. Lean process improvements and the Strategic Policy Initiatives of the Department play a substantial role when budget requests are considered by the Department. Funding requests for items that have been identified as a result of a

Lean process, and those that specifically support the Department's Strategic Policy Initiatives receive prioritization when the Department culls its list of potential funding requests. Potential funding requests that have not been through a Lean process improvement are frequently delayed so that Lean may be utilized prior to seeking additional resources for that program or process.

11 Please identify how many rules you have promulgated in the past two years. With respect to these rules, have you done any cost-benefit analysis pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analysis pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis? Have you conducted a cost-benefit analysis of the Department's rules as a whole? If so, please provide an overview of each analysis.

Response: The Department has conducted rule setting eight times over the past two years. Those rule settings included:

1. One (1) rule setting to repeal the State Archives rate setting rule
2. Two (2) rule settings related to the Division of Human Resources
3. One (1) rule setting in the Office of the State Controller to repeal the Public Safety Communications Trust Fund
4. Three (3) rule settings related to procurement: repeal of travel rules, update for CORE transition and one emergency rule making
5. One (1) rule setting for the Office of Administrative Courts to update General Services procedural rules

The Department has not been required to perform a cost-benefit analysis on any of the rules above, pursuant to the allowances of 24-4-103 (2.5) and 24-4-103 (4.5). The Department has not conducted a cost benefit for its rules as a whole.

12 What has the department done to decrease red tape and make the department more navigable/easy to access?

Response: The Department of Personnel & Administration is always looking inward to determine which of its programs and processes may be streamlined. Executive management within the Department is always seeking input from managers and employees regarding improvements that would allow a program to run more efficiently or provide a better overall product to our customers.

An example of this would be the Department's collaboration with OIT to develop a case management system for the Office of Administrative Courts. The Office of Administrative Courts (OAC) has been working with OIT to develop a case management system that will streamline the operations of the OAC and reduce delays that may be perceived as red tape. The current case management system was developed for legal firms, but customized to meet the minimum needs of the OAC. It is an imperfect fit with the operations of the OAC. Ideally, the e-filing system, which allows parties to provide documents electronically, would be able to communicate seamlessly with the case management system (a Legal Files® product) and information would be automatically translated from the e-filing system into the case management system. However, because of the age and technical constraints of the current case management system, the e-filing system cannot translate all information into the OAC's case management system. Because of this issue, clerks have to take the information provided through the e-filing system and manually populate it into the case management system – this is an inefficient process that causes delays in the overall operation of the OAC. From our customers' perspective these delays can be perceived as red tape. The new case management system will be designed to drastically reduce the amount of time required to manually enter e-filed information into the case management system – resources can then focus on other parts of the OAC's operation. The department has submitted a request to support this process.

13 What is the number one customer service complaint the department receives? What is the department doing to address it?

Response: The initial two years following the implementation of CORE were challenging. The State experienced issues with training, delays in processing labor allocation, lack of reporting, problems getting documents processed, and prolonged month-end and fiscal year end closes. Progress has been made to improve or overcome these issues. A few to note are:

1. Stabilization of labor allocation - Late Fiscal Year 2016, labor allocation issues were resolved which has enabled the State to conduct month-end close more timely.
2. Month-end/Year-end Close - As of July 1, 2016, month-end closes have been processed on time and will enable the Office of the State Controller's Office to close the fiscal year on August 4, 2017, according to Statute.
3. Improvements to reporting – In order to meet departmental needs, the Office of the State Controller worked with CORE users to enhance the standard reports available with CORE, and/or develop new reports to meet the business needs across the state.
4. Addressed user issues with CORE – The number of tickets that include issues with CORE has been reduced from a high of about 2,000 after go live in July 2014 to under 200 this year.
5. Addressed training issues – Additional training materials were developed to assist CORE users. The Office of the State Controller, CORE Operations and various Subject Matter Experts (SMEs) provided additional training during Fiscal Year 2015.
6. Breaking down department silos – With the prior financial system, departments operated relatively independently regarding processing accounting transactions. CORE department processes are moving toward more uniformity for more efficient accounting processes statewide.
7. Integrated System with Accounting, Procurement, and Budget – Prior to CORE, Accounting used COFRS, Procurement used BIDS, and Budget used spreadsheets as their primary tool for doing their jobs. In CORE, all three of these functions are interdependent, and we have made strides in bringing these functions closer together for a more effective and efficient integrated system.
8. Established the CORE Governance Committee -
    a. The mission of the CORE Governance Committee is to optimize the CORE system through broad employee engagement and implement best practices using an enterprise-wide approach.
    b. Committee is comprised of staff from the Office of the State Controller, the Office of Information and Technology, Office of State Planning and Budgeting, and two department representatives each from the procurement, accounting and budget areas.
    c. The purpose of the CORE Governance Committee is to:
        i. Prioritize and address present issues with CORE

ii. Implement statewide optimal use of CORE
iii. Enhance CORE's existing functionality
iv. Strengthen communication to users and management
v. Approve policies and procedures following statewide best practices
vi. Approve training approach
vii. Establish task force(s) review of current task force(s) to determine impact of the objective of this group
viii. Act as a liaison to various boards, task forces, committees, departments and teams
ix. Facilitate future release schedule
x. Identify the future road map for CORE

d. Focus groups have been working on issues submitted by their peers within the three functional areas (accounting, budget and procurement) and have made tremendous progress on developing a solution to ratify the issue.

14 Section 24-75-1104.5 (1.3) (a.5) (II), C.R.S., requires the amount of money received in April 2017 and allocated to programs for FY 2017-18 be reduced by $15.0 million in order to reduce the accelerated payment prior to the reduction of the April 2018 payment due to the elimination of the strategic contribution payment. Please discuss the impact on the Departments program of the FY 2017-18 funding reduction pursuant to Section 24-75-1104.5 (1.3) (a.5) (II), C.R.S.

Response: The Department of Personnel & Administration does not anticipate a negative impact to the Supplemental State Contribution Fund when the FY 2017-18 allocations are reduced by $15 million pursuant to Section 24-75-1104.5 (1.3)(a.5)(II), C.R.S. Although the overall allocation to programs is being reduced by $15 million, House Bill 16-1408 replaced the two-tier allocation system previously in place with a percentage-based allocation system, which significantly changes the amount allocated to the Supplemental State Contribution Fund. Pursuant to 24-75-1104.5 (1.7)(j), C.R.S., the Supplemental State Contribution Fund will be allocated 2.3 percent of the available settlements annually, or approximately $1.7 million in FY 2017-18. Comparatively, this is higher than any amount received prior to HB 16-1408, which means the Supplemental State Contribution Fund will be able to continue providing supplements to either the same number of, or more, eligible employees through the Supplemental State Contribution Program as it has in prior fiscal years.

Statewide Cost Allocation Plan (SWCAP) – A Primer

What is the Statewide Cost Allocation Plan (SWCAP)?

The SWCAP is the federally approved indirect cost recovery methodology available to the State of Colorado.

What's the purpose of the Statewide Cost Allocation Plan?

The purpose of the Statewide Cost Allocation Plan (SWCAP) is to allow the State to bill the federal government for its share of services that cannot be billed directly to federal grants and programs. For example, the financial oversight services that the Office of the State Controller (OSC) provides to all programs operating under the State's umbrella are primarily funded by General Fund, which is the State's money exclusively. The SWCAP is the only way the State can bill the federal government for its portion of the OSC's expenses. Without the SWCAP, the State would be providing services to the federal government without a mechanism to bill it for that support.

What is the definition of an indirect cost?

Indirect costs (also called overhead costs) are costs that are reasonable and necessary to operate the State's business and are activities or services that benefit more than one agency, project or grant. Indirect costs provide a collective benefit whose value cannot be directly estimated or billed to a single program. Examples of indirect costs would be costs for central offices like OSPB and the OSC.

How are the SWCAP values estimated?

For any given budget, the OSC uses historical data to estimate two primary sets of data that determine SWCAP allocations: 1) the total pool of indirect costs that can be allocated, and 2) the percentages by which that total pool must be allocated to programs across the State. Per the agreement with the federal government, the two sets of data are estimated using a four year lag. For example, the FY 2017-18 budget request uses actual expenses in FY 2013-14 to determine the total pool of indirect costs and determine how that pool should be allocated to programs that are funded with federal funds.

How is the SWCAP reflected in the Long Bill?

There are two ways the SWCAP values are reflected in the Long Bill – one way for revenue, and one way for expenses. To generate the revenue that is used to offset General Fund elsewhere in the budget, programs that have an allocation due to the SWCAP will (typically) have an appropriated line item titled, "Indirect Cost Assessment." This line item specifies the amount the program is approved to collect from various fund sources (see "What else should I know?" below), including federal funds.

The funds collected through the various Indirect Cost Assessment line items must then be used as sources of funding that offset General Fund elsewhere in the budget. In the Long Bill, this is typically captured in the letter notes to line items that would be funded by General Fund without the SWCAP, but are instead funded by reappropriated funds. The text of the letter note generally specifies an amount of reappropriated funds that, "shall be from statewide indirect cost recoveries…"

In aggregate, changes in the amount of SWCAP revenue allowed through the plan cause equal and offsetting changes in the amount of General Fund needed to provide centralized services. If the SWCAP plan allows for increased collections (i.e. more money from federal sources) the amount of General Fund needed will decrease – the opposite is also true.

What control does the State exercise over the Statewide Cost Allocation Plan?

The State exercises very little control over the SWCAP. This is because the federal government dictates the types of expenses that are allowed or disallowed under the plan, and it also dictates the methodology used to calculate the overall SWCAP. Combining this with the fact that the inputs into the model are based on historical actuals (see "How are the SWCAP values estimated?" above), the State has very little control over values generated through the SWCAP process.

What else should I know?

1) The OSC goes through a similar process to estimate what cash and reappropriated fund sources should contribute to centralized functions – these amounts are paired with the federal funds portion in the appropriated Indirect Cost Assessment line items. This is why these line items include cash funds, reappropriated funds and federal funds appropriations. 2) Some departments can have additional indirect cost models, often referred to as "departmental indirect costs," which may or may not be included in their Indirect Cost Assessment line items – this can obscure the amounts produced by the SWCAP and is one reason why the sum of all Indirect Cost Assessment appropriations does not equal the amounts specified in the OSC's published SWCAP plan. 3) Some departments, specifically DMVA, are precluded from participating in the SWCAP process due to other controlling agreements with the federal government.

COLORADO STATE PERSONNEL SYSTEM
TOTAL COMPENSATION TIMELINE
Updated August 2016

FY 1971-74		
	07/01/71	**State personnel system created. Retirement:** PERA at 8.5%
	06/30/72	End of six-month *initial anniversary* for positions below grade 15
	07/01/73	**Retirement:** PERA to 9.5%, (10.5% for Troopers)
	12/12/73	**Higher Education included** in state personnel system
	01/01/74	**Rule change:** seniority rule (P6-1-6) for temporary to permanent appointment

FY 1975-85		
		DELAY YEARS (75-76 & 83-84) – Salary Survey
	07/01/74	**Retirement:** PERA to 10.5%, (11.5% for Troopers)
	07/01/75	**Retirement:** PERA to 10.64%, (11.64% for Troopers)
	09/01/75	**Delayed salary survey** implemented
	10/01/77	*Multiple range classes* introduced
	09/01/80	**Retirement:** PERA to 12.2%, (13.2% for Troopers)
	1981	First attempt at *incentive pay* – not funded
	12/01/83	**Delayed salary survey** implemented
	07/01/84	**Legislation:** authority for job evaluation appeals transferred from State Personnel Board to State Personnel Director (HB 1084)
	1984	**Rule change:** one-year limit on reinstatement changed to 5 years

COLORADO STATE PERSONNEL SYSTEM
TOTAL COMPENSATION TIMELINE
Updated August 2016

FY 1985-86		**DELAY YEAR – Salary Survey**
	09/01/85	**Delayed salary survey** implemented Consolidated Omnibus Budget Reconciliation Act of 1985 (*COBRA*) enacted
	01/01/86	**Rule changes:** rewritten; R9-3-6 - no break in service with 90-day break in service
	02/86	Colorado Payroll Personnel System (*CPPS*) implemented
	04/01/86	*Medicare Tax* - 1.45% for new employees
	04/15/86	State covered under Fair Labor Standards Act (*FLSA*)
	05/86	"*Deemed to have earned*" concept introduced in the system

FY 1986-88		**FREEZE YEAR (88-89) - Salary Survey**
	11/01/86	Immigration Reform and Control Act (*IRCA*) implemented
	03/01/87	**Delayed salary survey** implemented
	07/01/87	**Retirement:** PERA to 10.2%, (11.2% for Troopers)
	03/01/88	*Mandatory direct deposit*
	07/01/88	**Retirement:** PERA to 12.2%, (13.2% for Troopers)

COLORADO STATE PERSONNEL SYSTEM
TOTAL COMPENSATION TIMELINE
Updated August 2016

FY 1989-91		**DELAY YEAR – Salary Survey**
	07/01/89	**Legislation.** *Authority for leave, premium pay, fringe benefits* transferred from State Personnel Board to State Personnel Director (SB 54). *Organ donor leave* created (HB 1055)
	09/01/89	Primary medical care *on-call rate* established
	01/01/89	**Delayed salary survey** implemented **Rule changes.** Repeal requirement that *jury pay* be turned over to agency, temps eligible for 3 days of jury leave. **Legislation:** minimum 3-day fine created for failure to rate an employee (HB 1352)
	05/01/90	**Rule changes.** 40 hour *sick leave cap* for immediate family changed to 520 hours. *Family leave* and *leave sharing* created. *Short-term disability leave* limited to certified employees
	03/11/91	**Legislation:** *leave sharing* adopted in statute (HB 1141)
	05/24/91	**Legislation:** *Senior Executive Service* (SES) and *Medical* (MED) plans created by statute (SB91-246)

FY 1991-92	**07/01/91**	**Retirement.** Federal law requires retirement plan for all temp and seasonal employees PERA to 11.6%
	01/01/92	**Legislation:** "*Lid Bill*" (SB 246) raises salary lid from Grade 99 to Grade 109
	04/01/92	**Rule changes.** Five-year limit on *reinstatement* rescinded. New *layoff* rules including 3-year bands. *Seniority* based on year continuous state service began
	05/92	**Retirement:** PERA to 5.6%, (7.2% for Troopers) for May and June 1992 only

COLORADO STATE PERSONNEL SYSTEM
TOTAL COMPENSATION TIMELINE
Updated August 2016

FY 1992-93		
		FREEZE YEAR - Anniversaries
	07/01/92	**Freeze anniversary increases** for one year (SB 92-068). Step 6 does not count. New hires receive July 1, 1994 anniversary date, Anniversary date not adjusted for leave-without-pay, **Statewide hiring freeze** **Retirement:** PERA to 10.6%, (12.2% for Troopers)
	01/01/93	Statutory *lids* for regular and MED plans raised, and *SES* implementation postponed (HB 92-1334)
	04/01/93	*Exempt employees* may be charged leave-without-pay for less than one day

FY 1993-94		
	07/01/93	**Anniversaries** begin again **Retirement:** PERA to 11.6%, (13.2% for Troopers) **Legislation.** Methodology for adjusting *salary lids* implemented (HB 92-1334). *Authority for overtime* from State Controller to State Personnel Director (HB 93-1008). *Probationary employees* have no right to hearings for discipline for unsatisfactory performance (HB 93-1119)
	09/01/93	*Multiple ranges* in classes eliminated *Personal services* contracts rules readopted (HB 93-1212) **Job Evaluation System Redesign** - Phase I (classes) implemented and Phase II (class placement) begins: new class descriptions, introduce *half steps and T-steps* *Class placement* concept adopted (no testing or layoff) *Saved pay* for 3 years
	12/01/93	*Teacher I movement* based strictly on academic level – no exam
	01/01/94	**Group benefits contributions:** health benefits employer contribution increased
	05/01/94	**Delayed salary survey** implemented *Senior Executive Service* (SES) implemented (positions placed in SES) *Salary lid* raised
	06/30/94	*T-steps eliminated*

COLORADO STATE PERSONNEL SYSTEM
TOTAL COMPENSATION TIMELINE
Updated August 2016

FY 1994-95	**07/01/94**	**Legislation:** all leave and holidays counted as work time for essential employees (SB 94-150) Redline "*survey outlier*" classes
	09/01/94	**Legislation.** *Survey report* due on December 1 of each year (SB 94-222). *Benefits* moved to Part 6 of 24-50 (HB 94-1113)
	01/01/95	*Overtime eligibility* by position not class - designation shifted to agencies **Job Evaluation System Redesign** Phase II study (class placement) completed

FY 1995-96	**08/01/95**	**Rule changes**: Family and Medical Leave Act (*FMLA*) rules adopted
	01/01/96	**Group benefits:** long-term disability (LTD) paid by state **Rule changes:** *diversity* rules adopted
	05/15/96	**Legislative:** *affirmative action remedies* expire (SB 96-236)

FY 1996-97	**07/01/96**	**Pay premiums.** Implementation of 2nd and 3rd shift differentials (2nd - 8.8%, 3rd - 11.7%) On-call rate from $2.40 to $2.00 **Legislation:** performance pay passed and design begins (HB 96-1262)
	09/01/96	*Saved pay expires* for Job Evaluation System Redesign Phase I
	01/01/97	**Pay structure**. Open-range established for management classes. Management classes moved to PS occupational group **Rules changes:** injury leave repealed – "make whole" begins. 520 hour sick leave cap for family eliminated. Statutory "Red Cross" volunteer leave implemented (HB 1155). Housing premium adopted. Suspension for failure to rate employees changed to one week increments.
	05/01/97	*SES* "Grandfather" provision ends

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FY 1997-98	**07/01/97**	**Retirement:** PERA to 11.5%, (13.1% for Troopers). PERA retirement age changed to 50 with 30 years of service *Northeastern Community College* into state system *State Fair* into state system
	09/01/97	**Payroll rules** transferred from fiscal rules to Director's Administrative Procedures
	01/01/98	*Saved pay expires* for Job Evaluation System Redesign Phase II

FY 1998-99	**07/01/98**	**Shift rates:** 2nd shift diff from 8.8% to 7.5%, 3rd shift diff from 11.7% to 10.0% **Retirement:** PERA to 11.4%
	07/02/98	**Pay plans:** separate pay plan for each occupational group **Legislation:** Colorado Peak Performance (CPP) 3-year implementation begins (HB 96-1262) **Rules changes:** open range implemented (job rate, 5-year rate, lateral and promotional awards, traditional max). Steps eliminated. Anniversary increase is 5%. Discretionary pay differentials adopted
	08/05/98	**Legislation.** No system maintenance study appeals; meet & confer adopted - no individual allocation appeals except downward; only paid leave is counted as work hours for essential non-exempt employees; Director's review process for employment law adopted **(**HB 98-1312)
	09/01/98	**System maintenance study:** PS study Phase I implemented (no fiscal impact)
	12/31/98	**Rule changes:** rewritten *streamlined rules* effective: no credit for *temp service*. Short-term disability *(STD) leaves* now like all unpaid leave. Strict *pro-rated leave* earning. "*Deemed to have earned*" eliminated
	01/01/99	**Group benefits:** discontinue state-paid LTD

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FY 1999-00	**07/01/99**	**Colorado Peak Performance** (CPP) implementation continues **Survey adjustment** is percent of fixed grade (not grade change) **System maintenance studies:** PS study Phase II (fiscal impact), LTC study Phase I (no fiscal impact). Management occupational group title changed to SES *Northwestern Community College* into state system
	10/28/99	**Injury leave** reinstated by court order, retroactive to January 1, 1997
	01/01/00	**Retirement:** PERA begins disability program for vested employees only
	04/01/00	**Injury leave** repealed - "make whole" resumes
	05/01/00	**Payroll rules** back to fiscal rules
	05/26/00	**CPP** repealed and redesign of performance pay system mandated

FY 2000-01	**07/01/00**	**Survey adjustments** rounded to nearest .1%. IT subgroup survey adjustment of 5.80% separate from PS group. **System maintenance studies:** LTC study Phase II (fiscal impact), FS study Phase I (no fiscal impact) **Shift rate:** special 14% 3rd shift rate for licensed health care classes **Retirement:** PERA to 10.4% (13.1% Troopers) 5-year *sick leave conversion* to salary for PERA implemented (HB 00-1458)
	08/31/00	New **performance pay system** submitted to JBC (SB 00-211)
	12/01/00	Mandated separate **trooper salary survey** analysis implemented (HB 00-1280)
	01/01/01	**Retirement:** employer match (Matchmaker) up to 3% on defined contribution plans **Group benefits contributions**: health benefits employer contribution increased
	02/01/01	**Rules changes:** *hazardous duty* pay adopted, *overtime calculation* excludes non-base awards
	05/31/01	**Survey report** due November 1, 2001 and August 1 every year after (SB 01-234)

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FY 2001-02	**07/01/01**	**Performance pay system** implemented: five-year rate extended to 6/30/02 Job rate, traditional maximum, and non-base promotional awards eliminated Begin separate adjustments for **State Patrol Trooper** sub-group within EPS occupational group with initial adjustments to re-align pay relationships: Patrol Trooper Intern 18.0%, Patrol Trooper 18.0%, Patrol Trooper III 12.6%, Patrol Supervisor 7.1%, Patrol Administrator I 7.1% and Patrol Administrator II 3.6%. **Retirement:** PERA to 9.9% (12.6% for Troopers) **System maintenance study:** HCS study Phase I (no fiscal impact)
	08/08/01	**Legislation:** *César Chávez Day* statute effective (SB 01-151), *trial service* no longer applied to transfers (HB 01-1085)
	11/06/01	**Group benefits contributions:** State health care contribution supplemented 12/1/01 – 11/30/02 for all employees (SB 01S2-022)
	12/11/01	**Rule change.** *Administrative leave* and voluntary "make whole" *leave sharing* retroactive to 9/11/01 for military in Operation Enduring Freedom
	01/01/02	**Rule changes:** *personal services* contracts chapter rewritten
	03/02/02	**Statewide hiring freeze** through June 30, 2002
	04/19/02	**Legislation:** *victim protection leave* established (HB 01-1051)
	05/01/02	**Rule changes:** *separation* rules chapter rewritten, *retention right* clarified re: occupied positions & certification in class
	06/08/02	**Group benefits contributions:** JBC authorizes increase to health care contribution amounts through the Long Bill
	06/21/02	**Rule change:** *leave sharing* for catastrophic events authorized

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FY 2002-03	**07/01/02**	**First performance awards** paid effective 7/1/02 – departments determined amounts **Rule changes:** *performance pay* system procedures clarified, *anniversary increases and five-year rate* abolished, *overtime* provisions on scheduling comp time and length of meal periods revised, *temporary employees* not entitled to salary survey increases, department directors granted discretion to *designate shift, on-call and call-back* for positions in non-designated classes **Retirement:** PERA to 10.04% (12.74% for Troopers) **System maintenance studies:** HCS study Phase II implemented (fiscal impact), EPS and PSE Phase I studies implemented (no fiscal impact) **Shift rates.** Weekday 3rd shift rate (14%) extended to all eligible health care classes Weekend/holiday 1st (7.5%), 2nd (14%) and 3rd (20%) shift rates for eligible health care classes
	08/01/02	**"***Annual Comp Survey Report*" submitted per statutory change. *Injury leave* reinstated by court order - retroactive to April 1, 2001.
	12/31/02	**Group benefits contributions.** No insurance premiums deducted from employees' pay in December to transition from paying a month in advance to paying the same month
	01/01/03	**Group benefits change** to insurance premiums paid in the same month that coverage is effective **Retirement:** employer match (Matchmaker) reduced to 2% on voluntary defined contribution plans
	05/01/03	**Rule changes:** *Senior Executive Service* (SES) modified Board rules effective
	05/30/03	**Rule changes.** *Senior Executive Service* (SES) modified Director's procedures effective: criteria for placement in pay plan rights of SES employees. *Medical Plan contracts* must be negotiated by July 1 or within 30 days of hire. *Benefits chapter* revised: responsibilities of departments, employees, and state benefits administrators clarified; effective dates of coverage; added procedures regarding CSEAP (HB 02-1226). Policy on *payment for compensatory time* changed. Deductions and status clarified for *FLSA exempt* employees on leave of absence. Procedure effective to implement statutory *victims protection leave* (HB 02-1051)
	06/30/03	**June pay date** shifted to first working day of July each year (SB 03-197)

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FY	Date	Event
FY 2003-04		**FREEZE YEAR - Salary Survey and Performance Pay**
	07/01/03	**No implementation of salary survey** (SB 03-273 and HB 03-1316). **No performance pay** (SB 03-258 - Long Bill) **Pay range** maximum rates set at 2002 actual market maximum; pay range minimum rates unchanged from FY 02-03 **System maintenance studies:** Transportation Maintenance III pay grade change implemented; all SES positions moved to Management class (no conversion); studies with fiscal impact delayed pending funding **Legislation:** implement *Total Compensation Reform Act* (HB 03-1316) - total compensation definition expanded; survey includes three elements involving cost; funding mechanisms are consolidated; ability to review direct surveys along with 3rd party; survey audit cycle changed to four years beginning 2005; TCAC changed to 10 members and employee election replaced with appointment process; two PBP reports consolidated; separation incentives under the director's authority; director makes annual recommendation based on survey report and other factors. **Retirement:** PERA to 10.15%, (12.85% for Troopers) Personal services pilot established to broaden *waiver process* creating more flexibility at the agency level. Pilot concludes October 2004 Personal services *audit process* established in conjunction with State Purchasing and the State Controller's office. Pilot concludes December 2004
	05/02/04	**Rules changes.** *In-Range Salary Movement* pay mechanisms effective; deleted base-building features of *temporary pay differentials*. Changes to *performance pay* Director's procedures effective: sequence of multiple actions, uniform performance awards, standard definitions for levels, uniform cycle by 3/31/06
	05/31/04	**Retirement:** employer match (Matchmaker) to voluntary DC plans ended (SB 04-132)
	06/04/04	**Legislation:** *Civil Service Reform* legislation signed for 11/04 ballot (HCR 04-1005 & HB 04-1373)
	06/05/04	**Rule change:** emergency rule on dual employment with two departments effective (HB 04-1446)

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FY 2004-05	**07/01/04**	**Market salary increases:** all eligible employees (final performance rating above level 1) received a 2% salary adjustment increase and ranges adjusted in accordance with occupational groups for an average of 3% **Performance pay** increases awarded – Director's payout ranges: 0%-1% for Level 2, .5%-2% for Level 3, 1.5%-5% for Level 4 **System maintenance studies:** Phase II of EPS occupational group, Nurse Anesthetist, Pharmacy and Pharmacy Technician, Wildlife Manager, and Police Communications studies implemented (fiscal impact)
	08/02/04	**Rule changes:** Time limit on reinstatement (5-year) rescinded, change in holiday pay effective – paid status the day before **or** after (no longer both) **Total Compensation long-term strategic direction** published
	08/04/04	**Legislation:** higher education allowed to *exempt positions* from the state personnel system (SB 04-007), personnel director authorized to set the *plan year* for group benefit plans (HB 04-1449), personnel director authorized to *define eligibility and state contribution to group benefit plans for part-time* employees hired on or after 1/1/05 (SB 04-008)
	10/01/04	Report to legislature on health plan qualified for *Health Savings Accounts* (SB 04-094)
	11/09/04	Personal services *waiver process* implemented on ongoing basis
	12/01/04	**Civil Service Reform** defeated (HCR 04-1005 and most of HB 04-1373) Report to legislature on study of employee *incentive program* (HB 04-1020) and *retirement health savings trust* (HB 04-1171)
	01/01/05	Personal services *audit process* implemented on ongoing basis **Group benefits contributions:** State contribution to group health benefit plans increased (overall average 56% of market employer contribution); Basic Life increased to $33,000, short plan year (1/05 – 6/05) due to change in benefit plan year to fiscal year cycle (HB 04-1446)
	06/30/05	Sick leave conversion to PERA salary ends

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FY 2005-06	**07/01/05**	**Market salary increases:** all eligible employees (final performance rating above level 1) received a 3% salary adjustment increase (5.2% for Trooper) and ranges adjusted in accordance with occupational groups for an average of 2.15% **Performance pay** not funded (SB 05-209 Long Bill) **Group benefits changes:** change plan year to fiscal year (HB 04-1449), change to self-funded medical and dental, four-tier structure adopted, offer qualified health plan and Health Savings Account **Group benefits contributions:** increased State contribution to group health benefit plans (overall average 66% market employer contribution) **System maintenance studies:** implemented studies on revision of EPS Occupational Group definition, Lottery, and Administrative Law Judge **Rules changes:** *rewrite* of Board rules and Director's procedures (now rules) implemented - time to *request allocation* changed to 6 months, *comp time accrual limits* changed, *calculation of leave for part-time* changed, *calculation of holiday leave for part-time* changed, expansion of *leave sharing* for catastrophic events and active military added, *personal services* chapter rewritten and Director's review added, *SES* policies changed, policy changed to allow *temporary employees to fill a succession of temporary* 6-month positions as long as in different departments, requires use of *Temporary Aide* class
	01/01/06	**Retirement:** Expanded retirement plans for new employees: PERA's defined benefit or defined contribution plans, or State's defined contribution plan (SB 04-257) Added 0.5% Amortization Equalization Disbursement (AED) to PERA employer contribution (10.15%) – new rate 10.65% (13.35% for Trooper).

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FY 2006-07	**07/01/06**	**Market salary increases** for all eligible employees, by occupational group, implemented for an average of 2.49%. Trooper's actual salary (recommended 7.2%) funded at 5.1% - same as structure adjustment **Performance pay** was not funded (HB 06-1385 Long Bill). **"Survey outlier"** pay grade changes for 39 classes implemented as recommended **Range minimums** increased from 2% (all grades) to 6.5% (additional: FS 3%, HCS up to C69 1%, LTC 1%, ASR 3.5%, PS 4%, T 4% J28 & above, PSE 4.5%) **System maintenance studies** consolidation of MED occupational group into HCS (reduced number of groups to 8) and clarification of Therapy Assistant factor levels implemented **Group benefits contributions:** State contribution to group health increased to overall average 75% market employer contribution. **Benefits eligibility changes implemented:** add unmarried dependents under 25 (HB 05-1101), coverage ends at the end of the month in which a dependent loses eligibility and Director authorized to add future dependents by rule when statutorily mandated (HB 06-1256) **Retirement plans:** annual elections for State defined contribution participants changed from January to benefits open enrollment period **Rule changes:** *suspension for failure to rate* changed to increments of one workday (HB 06-1195), restored *holiday leave earning* rule to paid status the day before or after, *in-grade hire* rule revised to provide detail on statutory "recruitment difficulties" and "unusual conditions", the *Director's benefits administration system* is the official system of record for all state benefit transactions.
	01/01/07	**Legislation:** clarified statutory intent that no employee receives *FY 03-04 recommended salary changes* (freeze year) in future surveys (HB 06-1256). *Election judge leave* for employees, without additional compensation (SB 06-170)
	04/01/07	**Retirement:** added another 0.5% AED to PERA employer contribution (10.15%) – new rate 11.15% (13.85% for Trooper). **Colorado minimum wage** $6.85 per Amendment 42, adopted by State Personnel System
	05/01/07	**Performance rating levels:** number of levels changed to 3 and named Needs Improvement, Successful, and Exceptional
	05/31/07	**System maintenance study** incorporated Business Project Manager into General Professional series. **Amendment 41:** preliminary injunction blocks the enforcement of sections 2 and 3.

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FY 2007-08	**07/01/07**	**Achievement Pay** (AP) replaced performance pay: base salary included market (average 3.7%) and performance (1%); Level 4 received additional non-base AP (2%). Total salary increase budget for FY08 reduced by 0.26% for **SAED** that begins 1/1/08 (SB 06-235) **System maintenance study** for Air Traffic Controller implemented **"Survey outlier"** pay grade changes for 11 classes implemented as recommended **Group benefits contributions:** increase State contribution to health to overall average of 85% of prevailing market employer contribution. A portion of tobacco settlement funds used to lower FY 07-08 employee contribution to medical by $2.26 per month (SB 07-97). **Retirement plans:** choice for state personnel system employees amended to limit choice in community colleges and exclude choice for the remainder of higher education (HB 07-1377). Sudan divesture for all state retirement plans (HB 07-1184). **Rule changes:** clarify *full-time* is 40 hours per workweek; *call-back* applies only when there is no continuation of the scheduled shift; *on-call* pay (beyond base pay) applies only when the employee's freedom of movement is significantly restricted; adopt *achievement pay*; update *FMLA* medical certification requirements to allow new certification for the first leave request each fiscal year and right to request second and third opinions; and, update *administrative leave* for employees serving as election judges. **Legislation:** Redefine *appointment of elected official* representatives to TCAC and State DC Committee (SB 07-76). *Mandated health coverage* (HB 07-1301, SB 07-4, 36 and 79) estimated to add $1,448,322 to premium costs for next Plan Year. A portion of tobacco settlement funds will be used supplement low-income state employees with children – begin application process for FY 08-09 open enrollment and expanded asthma disease management (HB 07-1335).
	08/01/07	Revised **statutory lid** adjustments included in Annual Compensation Report (HB 07-1373).
	08/08/07	Employment discrimination on basis of sexual orientation prohibited (SB 07-25).
	01/01/08	**Retirement**: add another 0.4% AED to PERA employer contribution (10.15%) – new rate 11.55% (14.25% for Trooper); begin Supplemental Amortization Equalization Disbursement (SAED) 0.5% diverted from salary increases. **System maintenance study** for new licensing of landscape architects (SB 07-107) implemented – class title changes. **Colorado minimum wage** increase from $6.85 to $7.02 per state constitution.

FY 2008-09	**07/01/08**	**Achievement Pay**: base salary included market (average 3.8%) and performance (1%); Level 3 received additional non-base AP (2%). Total salary increase budget for FY09 reduced by 0.50% for **SAED** (SB 06-235). **"Survey outlier"** pay grade changes for 3 classes implemented as recommended. **System maintenance study** consolidation of Teacher occupational group into PS (reduced number of groups to 7); Statistical Analyst class changes and pay grade changes for Landscape Architect classes implemented through PSE Phase II. **Group benefits contributions:** increase State contribution to health premiums to overall average of 90% of prevailing market employer contribution; maintain contributions to dental at 85% of market employer contribution. **Legislation:** implement *supplement to low-income* state employees with children enrolled in state medical plans (HB 07-1335). Qualified *volunteers in state-level emergency* receive up to 15 days of paid leave per calendar year (HB 08-1097). Workplace accommodations for *nursing mothers* (HB 08-1276). Implemented revised *salary lid* reflecting 6% limit in general fund appropriation (HB 07-1373). *Mandated health coverage* (HB 08-1410 and SB 08-57) estimated to add $374,217 to premium costs for next Plan Year.
	08/01/08	**Rule changes:** implemented federal law expanding *FMLA* for military families; clarify use of *lateral and in-range* salary movements; *incentive* programs including approval and cost sharing programs; *performance management* evaluation and disputes; Director's review of positions going in or out of *SES;* exclusion of temporary employment toward *leave* earning; and, coordination of *holidays and injury leave*.
	10/01/08	**Statewide hiring freeze** through 6/30/09
	01/01/09	**Retirement**: add another 0.4% AED to PERA employer contribution (10.15%) – new rate 11.95% (14.65% for Trooper); Supplemental Amortization Equalization Disbursement (SAED) additional 0.5% (total of 1.0%) diverted from salary increases.
	04/02/09	**Colorado minimum wage** increase from $7.02 to $7.28 per state constitution. **Legislation:** Expand circumstances for *leave sharing* of annual leave (HB 09-1008) effective 4/2/09.
	05/20/09	**Rule change:** Emergency rule to expand circumstances for *leave sharing* of annual leave to conform to HB 09-1008.

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FY 2009-10		**FREEZE YEAR – Achievement Pay (market and performance)**
	07/01/09	**No annual salary adjustments for FY 2009-10**. No base or non-base achievement pay, no pay structure adjustments, no funding for recommended special recognition programs, and no increases for SES positions. **System maintenance studies:** consolidation of FS classes into PS occupational group (reduced number of groups to 6); Dental Care class study implemented. **Group benefits contributions:** maintain funding for State contribution to medical premiums at average of 90% and dental at 85% of prevailing market employer contribution. Basic Life increased to $50,000 **Legislation:** Create *parental leave for academic activities K-12* (HB 09-1057); and clarify leave for *qualified volunteers* (HB 09-1315) effective 8/5/09. State defined contribution retirement plans and the deferred compensation (457) plan transferred to PERA on 7/1/09. A joint resolution adopted on 5/20/09 in *support of telecommuting* in Colorado public and private sectors. *Mandated health coverage* (HB 09-1059, 1061, 1204, 1237 and SB 09-88 and 244) estimated to add $2,664,688 to premium costs for next Plan Year. The General Assembly authorized the Governor to declare up to 8 mandatory furlough days this fiscal year.
	07/22/09	**Governor's Executive Orders D 015 09, D 020 09, and D 024 09:** order 8 mandatory furlough days in FY 2009-10 for certain state employees - 9/8/09, 10/9/09, 11/27/09, 12/31/09, 1/15/10, 2/12/10, 4/2/10, and 5/28/10.
	10/27/09	**Retirement**: add another 0.4% AED to PERA employer contribution (10.15%) – new rate 12.35% (15.05% for Trooper); Supplemental Amortization Equalization Disbursement (SAED) additional 0.5% (total of 1.5%) diverted from salary budget.
	01/01/10	**Minimum wage** decrease from $7.28 to $7.24, the federal rate.
	05/01/10	**Rule changes:** Clarifies definitions of independent contractors and service dates (Chapter 1); requirement for official job descriptions (Chapter 2); changes address for filing disputes (Chapter 8), and rewrite time off rules (Chapter 5).
	06/07/10	**Legislation:** *Total Compensation Advisory Council* (TCAC) abolished, remove requirement to decrease recommended *salary adjustments by FY 2003-04* recommendations, remove requirement for *fiscal impact statements* separate from fiscal note analyses on proposed mandated health coverage (HB 10-1181).

FY	Date	Description
FY 2010-11	07/01/10	**FREEZE YEAR - Achievement Pay (market and performance)** **No annual salary adjustments for FY 2010-11**. No base or non-base achievement pay, no pay structure adjustments, and no increases for SES positions. **System maintenance studies:** Driver's License Examiner class study implemented. **Group benefits contributions:** maintain funding for State contribution to medical premiums at average of 90% and dental at 85% of prevailing market employer contribution. The Joint Budget Committee (JBC) authorized additional funding toward medical benefits as well as application of a financial settlement payment from Kaiser Permanente, resulting in reduced employee contribution. **Legislation:** One-year temporary change to *PERA contribution levels* reducing State contribution by 2.5% and increasing employee contribution by 2.5% (SB 10-146). Extend *PERA AED* and *SAED increases* with cap at 5% under phased implementation to 2017; change *eligibility*, and change a*nnual COLA* and *payment month for retirees* (SB 10-001). Adjust the *medical pay plan lid value* to $17,927 (SB 10-167). Extend group benefits coverage to *same-gender domestic partners* of state employees beginning with FY11 plan year (SB 09-088). Makes the State Personnel Director responsible to *remove ineligible dependents* from group benefit plan coverage (HB 10-1228). Allows institutions of *higher education to continue current group benefits plan* coverage to employees in the state personnel system (HB 10-1427). *Mandated health coverage* (HB 10-1021, 1202, 1228, 1252, and 1355) estimated to add $1,007,685 to premium costs for next Plan Year. **Retirement**: 7/1/10 through 6/30/11, PERA employer contribution rates reduced to 7.65% (9.85% with AED) and 10.35% for Troopers (12.55% with AED); member contribution rates increased to 10.5% and 12.5% for Troopers (SB 10-146). **Rule Change**: Rewrite employee benefits rules (Chapter 11). **Legislation:** Create state employee *cost savings incentive program* (HB 10-1264) **Federal Healthcare Reform:** FSA and HSA reimbursements discontinued for o*ver-the-counter medicines* without a prescription, except insulin. **Retirement**: Add another 0.4% AED to PERA employer contribution (7.65% for FY 10-11 per SB 10-146) – new rate 10.25% (12.95% for Trooper); Supplemental Amortization Equalization Disbursement (SAED) additional 0.5% (total of 2.0%) diverted from salary budget. **Legislation:** *PERA defined benefits plan* changes to working retiree contributions, benefits, and days worked per CY; changes for active employees to retirement eligibility, HAS calculation and salary increase cap, and service credit vesting requirement for refunds (SB 10-001).
	01/01/11	**Colorado Minimum Wage** – increased to $7.36,

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FY 2011 - 12	**07/01/11**	**FREEZE YEAR – Achievement Pay (market and performance)** **No annual salary adjustments for FY 2011-12**. No base or non-base achievement pay, no pay structure adjustments, and no increases for SES positions. **Group benefits contributions:** Maintain funding for State contribution to medical premiums at average of 90% and dental at 85% of prevailing market employer contribution. **Retirement**: 7/1/11 through 6/30/12, PERA employer contribution rates 7.65% (10.25% with AED) and 10.35% for Troopers (12.95% with AED); member contribution rates 10.5% and 12.5% for Troopers (SB 11-076). **Legislation:** Continue modification to *PERA contribution levels* reducing State contribution by 2.5% and increasing employee contribution by 2.5% (SB 11-076). Higher education flexibility removes those employees from the State Employee Cost Savings Incentive Program and allows alternative cost savings incentive program; personal services contracts implicating the state personnel no longer subject to the Director's review process; annual report of positions exempted from the state personnel system no longer required; allowed to offer group benefit plans in addition to or in lieu of State plans under certain conditions (HB 11-1301). **Federal Healthcare Reform Law:** Extend eligibility of adult child, up to age 26.
	01/01/12	**Colorado Minimum Wage:** Increase to $7.64 per hour, adjustment to Temporary Aide class pay grade (P10).

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FY 12-13	**07/01/12**	**FREEZE YEAR –** Achievement Pay (market and performance) **No annual salary adjustments for FY 2012-13**. No base or non-base achievement pay, no pay structure adjustments, and no increases for SES positions. **System maintenance studies:** Collections Representative class study implemented. **Group benefits contributions:** Maintain funding for State contribution to medical premiums at average of 90% and dental at 85% of prevailing market employer contribution. Reduction in medical plan premiums paid by all employees enrolled in the State's medical plan for FY 2012-13. Dental plan changes add premier dentists as in-network providers. The maximum annual contribution by employees to Healthcare Flexible Spending Accounts reduced to $2,500 from $6,000. **Legislation:** *Talent Agenda* (HB 12-1321) creates a new merit pay system based upon employees' performance, years of service and placement with the salary range; reversions from specified line items at fiscal year-end provide additional merit pay funding. **Retirement**: 7/1/11 through 6/30/12, PERA employer contribution rates 7.65% (10.25% with AED) and 10.35% for Troopers (12.95% with AED); member contribution rates 10.5% and 12.5% for Troopers (SB 11-076). Sunset of *PERA "Swap"* (SB 11-076) shifts financial responsibility for the 2.5% contribution back to the State.
	01/01/13	**Colorado Minimum Wage** Increase to $7.78 per hour, adjustment to Temporary Aide class pay grade (P10). **State Personnel Reform,** Amendment S to the constitution, approved by voters exempts Senior Executive Service (SES), deputy directors, chief financial officers, public information officers, human resources directors, executive assistants, and legislative liaisons from State Personnel System. Expands temporary employment to nine months. **Family Care Act Family Medical Leave Eligibility HB 13-1222** – The expansion of the group of family members for whom Colorado employees are entitled to take leave from work under the Family and Medical Leave Act of 1993. **Health Insurance Alignment Federal Law** – The alignment of the state health insurance laws with the requirements of the federal Patient Protection and Affordable Care Act. **Pay structure redesign** – Pay range maximums increased by 2% and implemented new pay structures and the occupational groups of Management, Professional Services, Technical, Enforcement and Protective Services, Labor, Trades and Crafts, Administrative Support, Troopers, and Information Technology.

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FY 2013-14	07/01/13	**Salary Adjustments** – Across the board salary increase of 2.0%, merit pay, priority groups funding an average of 1.6%. **Group benefits contributions -** Maintain funding for State contribution to medical premiums at average of 90% and dental at 85% of prevailing market employer contribution. **System Maintenance Study -** Information Technology Services and Applications Programmer **Pay -** Reversal of the annual payday shift; effective June 2013 for biweekly paid employees, does not affect monthly employees (HB 12-1246). **Legislation: The Colorado Family Care Act (HB 13-1222)** expands the definition of a family member to include spouses, civil union partners, and same-gender domestic partners if they meet the eligibility requirements under the FMLA. This leave will not count against the employee's entitlement to federal FMLA leave because partners in civil unions and same-gender domestic partners are not considered spouses under the FMLA.
	01/01/14	**Colorado Minimum Wage** Increase to $8.00 per hour, adjustment to Temporary Aide class pay grade (P10).

FY 2014-15	07/01/14	**Salary Adjustments** – Across the board salary increase of 2.5%, merit pay, priority groups funding an average of 1.2%. Overall, the comparison of the State's actual salaries in relationship to market salaries indicates that the majority of classes benchmarked are within the 7.5 percent target threshold. The percent growth on the budgeted dollars is approximately 3.8 percent. **Group benefits contributions -** Maintain funding for State contribution to medical premiums at average of 90% and dental at 85% of prevailing market employer contribution. **System Maintenance Study –**The General Professional Class Series is too broad to effectively match market positions and needs defined into smaller alike family series. Also the Program Assistant and Technician series may be too broad to effectively match the internal relationships with the General Professional series. Therefore, the division will be conducting a system maintenance study on these classes for the FY 2014-15. **PERA** - In response to a request for information (RFI) issued by the Joint Budget Committee (JBC), the State of Colorado is in discussions with PERA to include the value of retirement benefits to employees in the total compensation report. The Department is currently working within the scope of its statutory authority and current resources to gather, analyze and present information to the JBC. Additional analysis beyond this will likely require additional funding or spending authority. The Department plans to include PERA benefits in the Annual Compensation Report for FY 2015-16
	01/01/15	**Colorado Minimum Wage** Increase to $8.23 per hour

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FY 2015-16	**07/01/15**	**Salary Adjustments** – Across the board salary increase of 1.0%, merit pay was1% with a funding average of .8%. Overall, the comparison of the State's actual salaries in relationship to market salaries indicates that the majority of classes benchmarked are within the 7.5 percent target threshold. Performance management grid "continued utilizing ratings and quartiles". **Group benefits contributions –**Passed the increase to both medical and dental premiums to employees while funding for State's contribution to medical premiums and dental remained the same. **System Maintenance Study -** The General Professional Class Series was too broad to effectively match market positions and needed to be defined into smaller alike family series. The General Professional Class Series study was conducted and completed and costing will be given to the legislature for approval in January. In addition to the GP Study there was an additional IT study conducted and completed and costing will be given to the legislature for approval in January as well. The audit recommendations previously stated the classes were too broad to effectively match market positions and needs defined into smaller alike family series. **PERA -** The Department worked within the scope of its statutory authority and hired a third party independent resources to gather, analyze and the value of retirement benefits to employees in the total compensation report. The Department will include PERA benefits in the Annual Compensation Report for FY 2015-16. **Parental Leave to expire September 1, 2015** - In the 2009 Colorado legislative session, the Parental Involvement bill (H.B. 09-1057) passed both houses and was signed by Gov. Bill Ritter in order to afford parents the opportunity to attend academic activities of their children or legal charges. This bill contained a **sunset provision** requiring the law to be renewed to prevent it from expiring. In the 2015 legislative session, an unsuccessful attempt was made to continue this leave. **This means the law will sunset on September 1, 2015.** **Workers' compensation health-care provider choices** changed on April 1, 2015. Legislation passed in 2014 (H.B. 14-1383) now requires an employer or insurer to provide at least four separate and independent physicians or medical providers to the injured employee. The employee, from the provided list, selects the treating physician. Exceptions exist for rural areas with limited providers within 30 miles of the employer's place of business.

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FY 2016-17	**01/01/16**	**Colorado Minimum Wage** Increase to $8.31 per hour
	07/01/16	**Compensation –** there were no across the board or merit pay increases. Overall, the comparison of the State's actual salaries in relationship to market salaries indicates that the majority of classes benchmarked are within the 7.5 percent target threshold. Currently on average, base pay accounts for 76% of the total compensation package and benefits account for the remaining 24%. **Benefits –** Overall enrollment in medical plan has remained consistent over the last three years. The value of the State's medical plan is between the 50^{th} percentile and 75^{th} percentile of the market. The Department projected the State's contribution to health premiums by tier. **System Maintenance Study –** The General Professional Class Series was implemented on July 1, 2016 with 31 new class series brought into the compensation system. The IT study is still being conducted with the deconsolidation anticipating being put into affect July 1, 2017. **PERA** - Overall, the value of the State's retirement plan is 11.6% higher than market retirement plans, inclusive of Social Security. **FLSA -** The Department of Labor (DOL) announced its final rule updating the "white collar" overtime exemptions to the Fair Labor Standards Act (FLSA). The final rule, which takes effect on December 1, 2016, increases the minimum salary for overtime exemptions to $47,476 annually. This doubles the existing amount of $23,660 annually. Further, the final rule amends the salary basis test to allow employers to use nondiscretionary bonuses and incentive payments (including commissions) to satisfy up to 10% of the new minimum salary level, provided such forms of compensation are paid at least quarterly. **Minimum Wage -** Initiative 101, as written, will not have a fiscal impact on the Department of Personnel & Administration in FY 2016-17. The range minimums in the FY 2016-17 compensation plan for DPA's classified State employees meet or exceed the $12 per hour minimum wage established by the initiative. In FY 2017-18, the incremental increase in the minimum wage will cause seven employees (all at the Custodian I level), to be below the new minimum wage of $12.90, which will be effective January 1, 2018. Assuming the seven Custodian I positions are paid the same salary for the entirety of FY 2017-18, Initiative 101 would cost the Department of Personnel & Administration $4,080 in Reappropriated Funds within the (4) Central Services, (D) Facilities Maintenance Capitol Complex, Personal Services line item. **FMLA –** New forms from the Feds came out

COLORADO STATE PERSONNEL SYSTEM COMPENSATION TIMELINE

Ten-Year History of Director's Recommendations & Funding for Annual Salary Adjustments (%)
Note: this table should be used in conjunction with the footnotes.

FY	Action	AS	EPS	SP-TRP	HCS	LTC	MED	MGT	PSE	PS	Tech	Average
03-04	Market Salary Recommendation	3.1	3.5	2.6	6.7	3.1	6.7	n/a	1.1	3.2	4.9	**3.40**
	Funded	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	0.0	0.0	**0.00**
	PBP Funding & Awards	0.0										**0.00**
04-05	Market Salary Recommendation	2.5	3.7	2.8	5.1	2.8	5.1	n/a	3.6	2.0	2.0	**3.00**
	Funded	2.0	2.0	2.0	2.0	2.0	2.0	n/a	2.0	2.0	2.0	**2.00**
	PBP Budget Recommendation	1.0										**1.00**
	PBP Funding & Awards	Level 2 = 0-1.0, Level 3 = 0.5-2.0, Level 4 = 1.5-5.0										**1.00**
05-06	Market Salary Recommendation	1.7	2.0	2.9	3.9	2.2	3.9	n/a	2.8	1.5	1.5	**2.15**
	Funded	3.0	3.0	3.0	3.0	3.0	3.0	n/a	3.0	3.0	3.0	**3.00**
	PBP Budget Recommendation	1.1										**1.10**
	PBP Funding & Awards	0.0										**0.00**
06-07	Market Salary Recommendation	2.2	2.6	2.0	3.7	1.2	n/a	n/a	2.0	2.7	2.7	**2.63**
	Funded	2.2	2.6	2.0	3.7	1.2	n/a	n/a	2.0	2.7	2.7	**2.63**
	PBP Budget Recommendation	1.01 (OSPB Submission)										**1.01**
	PBP Funding & Awards	0.0										**0.00**
07-08	Market Salary Recommendation	3.0	3.6	2.8	4.4	2.8	n/a	n/a	3.9	3.7	3.7	**3.70**
	Funded (after 0.26% SAED)	2.74	3.34	2.54	4.14	2.54	n/a	n/a	3.64	3.44	3.44	**3.70**
	PBP Budget Recommendation	1.6										**1.60**
	PBP Funding & Awards	Levels 2 & 3 = 1.0 base-building; Level 4 = 1.0 base + 2.0 non-base										**1.37**
08-09	Market Salary Recommendation	3.93	3.18	4.55	3.67	2.83	n/a	n/a	2.74	4.62	n/a	**3.80**
	Funded (after 0.5% SAED)	3.40	2.66	4.02	3.15	2.31	n/a	n/a	2.23	4.09	n/a	**3.28**
	PBP Budget Recommendation	1.4										**1.40**
	PBP Funding & Awards	Levels 2 = 1.0 base-building; Level 3 = 1.0 base + 2.0 non-base										**1.40**
09-10	Market Salary Recommendation	2.60	3.14	n/a	2.95	2.76	n/a	n/a	2.26	2.05	n/a	**2.50**
	Funded (after 0.5% SAED)	0.0	0.0	n/a	0.0	0.0	n/a	n/a	0.0	0.0	n/a	**0.00**
	PBP Budget Recommendation	1.4										**1.40**
	PBP Funding & Awards	0.0										**0.00**
10-11	Market Salary Benchmark Comparison	3.0	-6.5	n/a	-1.7	2.8	n/a	n/a	-7.3	-3.3	n/a	**0.00**
	Funded (after 0.5% SAED)	0.0	0.0	n/a	0.0	0.0	n/a	n/a	0.0	0.0	n/a	**0.00**
	PBP Budget Recommendation	0.0										**0.00**
	PBP Funding & Awards	0.0										**0.00**

COLORADO STATE PERSONNEL SYSTEM COMPENSATION TIMELINE

FY	Action	AS	EPS	SP-TRP	HCS	LTC	MED	MGT	PSE	PS	Tech	Average
11-12	Market Salary Benchmark Comparison	4.3	-5.8	n/a	2.5	3.4	n/a	n/a	-4.7	.7	n/a	**3.80**
	Funded (after 0.5% SAED)	0.0	0.0	n/a	0.0	0.0	n/a	n/a	0.0	0.0	n/a	**3.28**
	PBP Budget Recommendation	0.0										**1.40**
	PBP Funding & Awards	**0.0**										**1.40**
12-13	Market Salary Benchmark Comparison	4.1	-6.1	n/a	4.0	4.4	n/a	n/a	-4.3	1.3	n/a	2.50
	Funded (after 0.5% SAED)	0.0	0.0	n/a	0.0	0.0	n/a	n/a	0.0	0.0	n/a	0.00
	PBP Budget Recommendation	0.0										1.40
	PBP Funding & Awards	0.0										0.00
13-14	Market Salary Benchmark Comparison	2.1	2.1	n/a	2.1	2.1	n/a	n/a	2.1	2.1	n/a	0.00
	Funded (after 0.5% SAED)	0.0	0.0	n/a	0.0	0.0	n/a	n/a	0.0	0.0	n/a	0.00
	PBP Budget Recommendation	4.0										4.00
	PBP Funding & Awards	Levels 2 = .6% - 1.8% base; Level 3 = 2.1% – 2.4% base + 2.0% ATB										0.00
14-15	Market Salary Benchmark Comparison	-2.2	2.4	-5.41	n/a	-8.8	n/a	.54	n/a	.86	-4.64	-2.47
	Funded (after 0.5% SAED)	0.0	0.0	0	n/a	0.0	n/a	0	n/a	0.0	0	0.00
	PBP Budget Recommendation	4..0										0.00
	PBP Funding & Awards	Levels 2 = .2% - 1.0% base; Level 3 = 1.2% – 2.0% base + 2.5% ATB										0.00
15-16	Market Salary Benchmark Comparison	1.0	1.06	3.8	1.9	2.6	0	0	6.10	3.0	3.0	2.8
	Funded	0	0	0	0	0	0	0	0	0	0	0.00
	PBP Budget Recommendation	3.0% System Adjustment										3.0
	PBP Funding & Awards (after 0.5% SAED)	1.0% ATB and 1.0% Merit										1.0
16-17	Market Salary Benchmark Comparison	0	4.0	6.6	3.0	4.0	0	0	0	0	0	2.51
	Funded	0	0	0	0	0	0	0	0	0	0	0.00
	PBP Budget Recommendation	2.2% Structure Adjustment Only										2.0
	PBP Funding & Awards (after 0.5% SAED)	0% ATB and 0% Merit; Troopers 6.66%										0.00

Prior to FY 00-01, classes were moved to new grades as opposed to the current practice of adjusting the minimum and maximum values of the pay grade. Increases in actual base salary have always been and continue to be subject to range maximums. Generally, pay grades are approximately 2.5% apart. For specific grade values, refer to the appropriate year's official State of Colorado compensation plan.

Prior to FY 02-03, anniversary (7/2/98 to 7/1/02) and step (prior to 7/2/98) increases were funded at an average of 2.2% of payroll. SB 00-211 required implementation of performance pay on 7/1/02 to be cost neutral. Trooper subgroup recommendation 3.2% for structure and actual.

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FY 03-04, Trooper subgroup recommendation 3.5% for structure and actual – not funded and not to be recovered in future surveys.

Prior to FY 04-05, no annual recommendation for funding the mechanism to move salaries through the pay ranges (performance pay, anniversary or step increases) was included in the annual compensation report or recommendations. Each department individually calculated and submitted requested funds in accordance with Common Policy formula as part of the budgeting process. The passage of the Total Compensation Act of 2003 brought salary increases (market and performance) together as part of the Director's annual recommendation, beginning with the 8/1/03 recommendation. **FY 04-05**, ranges were adjusted by the occupational group recommendations; however, salaries were adjusted by the uniform across-the-board 2% for all employees rated Level 2 or higher. Trooper subgroup recommendation 2.8% structure and 7.3% actual – funded actual by uniform across-the-board 2%.

FY 05-06, ranges were adjusted by the occupational group recommendations; however, salaries were adjusted by the uniform across-the-board 3% for all employees rated Level 2 or higher. Trooper subgroup recommendation 2% structure and 5.2% actual.

FY 06-07, total funded included 0.37% to raise all range minimums by 2% plus added amounts by occupational group: ASR 3.5%, FS 3.0%, HCS 1.0% up to grade C69, LTC 1.0%, PS 4.0%, PSE 4.5%, and Teacher 4.0% for grade J28 and above. The Medical group was abolished and classes consolidated into the HCS group. Trooper subgroup recommendation 5.1% structure and 7.2% actual – funded both at 5.1%.

FY 07-08, total salary increases by occupational group: ASR 3.77%, EPS 4.38%, FS 3.57%, HCS 5.18%, LTC 3.57%, PS & Teachers 4.48%, and PSE 4.68%. Trooper subgroup recommendation 3.7% structure and 6.63% actual.

FY08-09, total salary increases by occupational group: ASR 4.43%, EPS 3.69%, FS 5.06%, HCS 4.18%, LTC 3.33%, PS 5.13%, and PSE 3.25%. Teacher group abolished and classes consolidated into PS group. Trooper subgroup 2.86% structure and 6.06% actual.

FY09-10, no salary increases, no pay structure adjustments; an additional .8% (approximately $12 million) of the total salary increase was recommended but unfunded for special recognition programs.

FY10-11, no salary increases, no pay structure adjustments.

FY11-12, no salary increases, no pay structure adjustments

FY12-13, no salary increases, no pay structure adjustments.

FY13-14, implemented salary structure redesign, across the board two percent salary increase for all state employees, merit increases ranging from 0.6% to 2.4% with the overall average being 1.6%, and implemented new occupational group changes of Management, Professional Services, Technical, Enforcement and Protective Services, Labor, Trades and Crafts, Administrative Support, State Troopers received a 4% ATB increase, and Information Technology.

FY14-15, implemented an across the board merit increase of 2.5% for all state employees, and merit increases ranging from .6% to 2.0% with the overall average being 1.2%, while the State Troopers received a 7% increase. January 1 2015 Colorado Minimum Wage increased to $8.23 per hour.

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FY15-16, implemented an across the board increase of 1% for all state employees, and a merit increase of up to 1% merit increases ranging from 0.4% to 1.8% with the overall average being .8%, implemented new occupational groups changes to include the following; Enforcement and Protective Services, State Troopers received a 3.6% increase, with the recommendation for Troopers for FY16/17 is 7%, Health Care Services, Labor, Trades and Crafts, Administrative Support and Related, Professional Services, Physical Science and Engineering. Mid-level provider on call rates increased to $736.53 per week.

FY16-17, adjusted the pay plan pay ranges an average of 2% to reflect the changes in the market, no merit or ATB was available in the budget for this fiscal year, however Troopers received a 6.66% salary increase as their budget had the funds available, evaluated the occupational groups to ensure they are still viable for the compensation strategy plan which included the following; Enforcement and Protective Services, State Troopers, Health Care Services, Labor, Trades and Crafts, Administrative Support and Related, Professional Services, Physical Science and Engineering. The General Professional deconsolidation brought 31 new class series into the comp plan structure these include: Administrator, Analyst, Appraiser, Community and Economic Development, Community Programs Specialist, Compliance Specialist, Contract Administrator, Data Management, Economist, Elections Specialist, Emergency Preparedness and Communications Specialist, Firefighter, Grants Specialist, Human Resource Specialist, Liaison, Librarian, Life Social Science Researcher Scientist, Management, Marketing and Communications Specialist, Planning Specialist, Policy Advisor, Program Management, Project Management, Public Health and Community Outreach Professional, Purchasing Agent, Safety Specialist, Scientific Programmer Analyst, Social Services Specialist, Student Services Specialist, and Training Specialist.

COLORADO STATE PERSONNEL SYSTEM COMPENSATION TIMELINE

Lid Value History (monthly)

Year	General	Medical	SES
FY 1985-86	$4,872	Not Applicable	Not Applicable
FY 1986-87	$4,872	Not Applicable	Not Applicable
FY 1987-88	$4,872	Not Applicable	Not Applicable
FY 1988-89	$4,872	Not Applicable	Not Applicable
FY 1989-90	$4,872	Not Applicable	Not Applicable
FY 1990-91	$4,872	Not Applicable	Not Applicable
FY 1991-92	$4,872	Not Applicable	Not Applicable
FY 1992-93	$5,640	$6,250	Not Applicable
FY 1993-94	$6,008	$8,101	$7,510
FY 1994-95	$6,260	$8,441	$7,825
FY 1995-96	$6,535	$8,812	$8,169
FY 1996-97	$6,816	$9,191	$8,520
FY 1997-98	$7,055	$9,513	$8,818
FY 1998-99	$7,288	$9,827	$9,110
FY 1999-00	$7,463	$10,063	$9,329
FY 2000-01	$7,679	$10,355	$9,600
FY 2001-02	$7,983	$10,765	$9,979
FY 2002-03	$8,374	$11,292	$10,468
FY 2003-04	$8,374	$11,292	$10,468
FY 2004-05	$8,610	$11,611	$10,763
FY 2005-06	$8,619	$11,623	$10,774
FY 2006-07	$8,799	$11,866	$10.999
FY 2007-08	$9,112	$12,288	$11,390
FY 2008-09	$9,659	$13,025	$12,073
FY 2009-10	$9,922	$13,379	$12,402
FY 2010-11	$10,067	$17,927	$12,583
FY 2011-12	$10,230	$18,217	$12,787
FY 2012-13	$10,608	$18,891	$13,260
FY 2013-14	$11,350	$20,159	$14,187
FY 2014-15	$12,122	$20,361	$15,152
FY 2015-16	$13,092	$23,252	$16,365
FY 2016-17	$13,943	$24,763	**$13,943
**Senior executive Service may be compensation up to 25% above the statutory lid up to $17,430 per C.R.S 24-50-140(5)(c)			

COLORADO STATE PERSONNEL SYSTEM COMPENSATION TIMELINE

Ten-Year History of State Contribution to Health and Life Benefits

Plan Year & Type [1]		EE Only	EE + Spouse	EE + Children	EE + Spouse + Children
CY 04	Medical	$156.06	$232.52	NA	$326.46
	Dental	$ 16.26	$ 16.26	NA	$ 16.26
	Life	$ 1.60			
CY 05 [2] (1/05 – 6/05)	Medical	$178.06	$303.50	NA	$420.02
	Dental	$ 16.26	$ 16.26	NA	$ 16.26
	Life	$ 4.68			
FY 05-06	Medical	$190.20	$333.96	$322.32	$460.26
	Dental	$ 14.90	$ 18.38	$ 19.78	$ 23.12
	Life	$ 4.68			
FY 06-07	Medical	$244.12	$412.58	$381.48	$567.42
	Dental	$ 18.88	$ 27.96	$ 31.72	$ 41.40
	Life	$ 8.04			
FY 07-08 [3]	Medical	$285.84	$491.18	$442.84	$663.96
	Dental	$ 18.88	$ 27.96	$ 31.72	$ 41.40
	Life	$ 8.04			
FY 08-09	Medical	$340.26	$565.44	$499.80	$782.92
	Dental	$ 21.58	$ 32.50	$ 36.60	$ 47.46
	Life	$ 8.94			
FY 09-10	Medical	$350.66	$592.54	$627.10	$868.98
	Dental	$ 20.72	$ 33.86	$ 35.72	$ 48.86
	Life	$ 9.40			
FY 10-11 [4]	Medical	$369.98	$624.86	$661.28	$916.16
	Dental	$19.78	$32.16	$33.92	$46.32
	Life	$ 9.40			
FY 11-12	Medical	$368.42	$623.42	$659.66	$914.50
	Dental	$23.80	$39.00	$41.18	$56.38
	Life	$ 9.40			
FY 12-13	Medical	$404.72	$733.24	$705.20	$1,025.72
	Dental	$23.74	$38.30	$39.34	$51.18
	Life	$ 9.18			
FY 13-14	Medical	$434.10	$762.60	$765.66	$1,080.90
	Dental	$25.92	$42.62	$46.44	$62.22
	Life	$ 8.76			
FY 14-15	Medical	$434.10	$762.60	$765.66	$1,080.90
	Dental	$25.92	$42.62	$46.44	$62.22
	Life	$ 8.76			
FY 15-16	Medical	465.61	872.59	866.78	1230.06
	Dental	25.92	42.62	46.44	62.22
	Life	8.80			
FY 16-17	Medical	465.62	872.60	866.78	1230.06
	Dental	25.92	42.62	46.44	62.22
	Life	8.80			

1. Represents plan with highest enrollment.
2. Prior to 7/1/05, three tiers were used: employee only, employee + 1, employee + 2 or more.
3. Employer contribution to Medical includes $2.26 tobacco settlement money approved in SB 07-097.
4. The Joint Budget Committee (JBC) authorized additional funding as well as application of a financial settlement payment from Kaiser Permanente.

Common Question #3: High Priority Outstanding Audit Recommendations			
Audit Name: Rec No	Recommendation	Agency Comments	Current Status
Evaluation of the Department of Personnel & Administration's Annual Compensation Survey for Fiscal Year 2014: 2199-9	The Department of Personnel & Administration should refine its use of generic classifications for General Professional and IT Professional to improve the precision of market comparisons between specific jobs within these classifications and the different survey market jobs to which they are matched.	The General Professional deconsolidation was effective July 1, 2016. Milliman, Inc. affirmed deconsolidation of IT classes could improve the level of precision of market comparisons. DHR is currently working with agencies that use the IT classes to determine how best to structure deconsolidated classes or to develop effective benchmarks for the current broad-band classes. If deconsolidation occurs it will be effective July 1, 2017.	Partially Implemented: Full implementation will occur July 1, 2017 if an IT deconsolidation occurs.
Department of Revenue, Tax Processing, Performance Audit, September 2011: 2157-2	The Department of Revenue should maximize its use of Central Services for outgoing mail processing and warrant printing, and reallocate or eliminate staff who are currently performing this work.	This recommendation is documented as phase 4 of the DPA and DOR Pipeline Lean project. To date the agencies have evaluated the cost benefit calculations and business requirements. The Department will reevaluate implementation of Phase 4 at the end of the next tax season in order to resolve process and technical issues as well as significant cost over runs experienced with implementation of Phase 3.	Partially Implemented
Department of Revenue, Tax Processing, Performance Audit, September 2011: 2157-1c	The Department of Revenue and Personnel & Administration should streamline the tax pipeline processes by: c. Working with the Governor's Office of State Planning and Budgeting and the Joint Budget Committee to include in the budget process positions to eliminate or reallocate and expenses to reduce at the Department of Revenue or the Division of Central Services that will no longer be needed with the implementation of the new tax pipeline processes.	This recommendation was implemented as the Tax Pipeline Project. The project was finally implemented in January of 2016 and the final sign off on all elements of the project was done in June 2016. At this point the project is requiring more resources than originally projected. As a result DOR and DPA were required to get additional funding and FTE from the JBC in Spring of 2015. Those additional budget dollars and FTE are still required while both departments continue to implement new process changes and efficiencies to bring the cost down. Constant improvement of the system and the processes involved will continue as long as the new system and process are in place.	Partially Implemented Full Implementation June 30, 2017
Performance Audit of the Office of Administrative Courts, September 2012: 2176-3a	The Office of Administrative Courts should strengthen its customer service, including the informational materials and technology resources it provides, and ensure parties to workers' compensation cases can easily access the information by: a. Streamlining the presentation of information made available to the public, including continuing to develop streaming videos geared toward pro se claimants depicting what they can expect during the hearing process, and correcting broken links and formatting deficiencies on the Office's website.	The OAC has created scripts for a basic video tutorial of what to expect at an administrative hearing. These scripts focus on the two areas in which the OAC sees the most non-represented parties, namely workers' compensation and public benefits cases (HCPF & DHS). The OAC had thought it had access to several no-cost video production systems, however these opportunities did not come to fruition. The OAC is continuing to investigate with OIT if lower cost video production exists as the quoted rate from some vendors is $50K, which the OAC cannot afford. The OAC continues to provide non-represented parties with assistance in the form of its non-attorney user's guide, which is available on the website. In addition, the website has been repaired and updated. The OAC has investigated other options to provide citizens with tutorial videos to navigate the administrative court system. The OAC is attempting to partner with the State Personnel Board to create such videos to be used by entities. In addition, the OAC has investigated existing videos in use by other entities, such as Colorado Legal Services website, to determine if a link to these existing videos can be arranged.	Partially Implemented: Full implementation of on-line tutorials will occur by June 30 2017 in coordination with the development of a new case management system.
Supplier Database Cash Fund: 4	The Department of Personnel & Administration should ensure compliance with applicable cash funds statutes by monitoring its excess uncommitted reserves and taking the appropriate action to ensure the Supplier Database Fund complies with statutory requirements.	The Department has been working with JBC staff to draw down the Supplier Database cash fund balance through the CORE common policy. The revenue into this cash fund comes from an incentive/rebate the department receives from the State's total spend on statewide price agreements - the revenue is not due to a fee that has been assessed against the citizens or businesses within the State. The Department will continue to work with the JBC to draw this fund balance down and into compliance.	Partially Implemented: Full Implementation expected June 30, 2018.

Common Question #3: High Priority Outstanding Audit Recommendations			
Audit Name: Rec No	Recommendation	Agency Comments	Current Status
CORE System Controls (This recommendation is actually from the Cash Funds Uncommitted Reserves Performance Audit February 2016): 1A	The Office of the State Controller should ensure that it prepared and issues the Cash Funds Uncommitted Reserves Report in accordance with the statutory deadline by: A) Ensuring fiscal year accounting periods in the Colorado Operations Resource Engine system are closed in a timely manner.	As of November 2016, the OSC has closed each month in Fiscal Year 2017 on time by the third Friday subsequent to the end of the accounting period, beginning with period 1 on August 19, 2016. The OSC also anticipates closing the official books for Fiscal Year 2017 by the statutory deadline on August 4, 2017.	Partially Implemented: Full Implementation expected August 31, 2017.
CORE System Controls (This recommendation is actually from the Cash Funds Uncommitted Reserves Performance Audit February 2016): 1B	The Office of the State Controller should ensure that it prepared and issues the Cash Funds Uncommitted Reserves Report in accordance with the statutory deadline by: B) Formalizing communication and requiring department response to ensure that the cash fund turnaround process provides an effective control to ensure accurate reporting.	Formal guidance has been provided to the departments regarding the new requirement that all departments listed on the Turnaround Reort must submit responses to the OSC. The Cash Funds Uncommitted Reserves Report is scheduled to be issued in October, 2016.	Fully Implemented as of October 2016.
Statewide Single Audit, Fiscal Year Ended 6/30/2015 - Labor Allocation Controls: 2015-012B	The Department of Personnel & Administration's Office of the State Controller should strengthen its internal controls over financial reporting by a) ensuring that payroll costs are allocated appropriately and timely across programs, with adequate documentation for staff to follow and b) coordinating with the new human resource information system implementation team during the planning and testing phases to address potential deficiencies to ensure the new human resources information system interfaces with CORE before the new system becomes functional.	This is temporarily on hold as the HRIS system has been put out to bid again. Central payroll has staff dedicated to this poject once a vendor is selected and planning meetings resume.	Full Implementation expected in 2019
Statewide Single Audit, Fiscal Year Ended 6/30/2015 - Central Payroll Financial Reporting Controls: 2015-017E	The Department of Personnel & Administration's Office of the State Controller should strengthen internal controls for the Central Payroll unit to ensure accurate state and federal reporting and reconciliations by: e)providing comprehensive training to staff regarding federal reporting requirements, which should include coverage of all the required forms, schedules, and supporting documentation requirements.	Training will be provided twice a year during monthly staff meetings. The first tax training will be in September 2016, and we will schedule a second training session for January 2017.	Partially Implemented: Fully Implemented January 2017.
Statewide Single Audit, Fiscal Year Ended 6/30/2015 - CPPS IT Controls: 2015-028	The Department of Personnel & Administration should strengthen application information security controls over the Colorado Personnel Payroll System by working with the Governor's Office of Information Technology to ensure that mitigating controls identified and agreed upon in prior year audit recommendations are implemented.	This recommendation will be implemented by the original implementation date of December 31, 2016.	Implementation Date: December 31, 2016
Statewide Single Audit, Fiscal Year Ended 6/30/2015 - CPPS IT Controls: 1051F-0060D 1051F-0060F	The Department of Personnel & Administration's (DPA) Office of the State Controller (OSC) should strengthen application information security controls over the Colorado Personnel Payroll System (CPPS) by (d) establishing a mechanism to track and hold agencies accountable for not following account management procedures; (f) ensuring that OSC staff responsible for CPPS application settings are adequately trained and held accountable on all relevant Security Policy requirements and OSC procedures to ensure that the system meets all security policies.	Part D is partially implemented as DPS has communicated notifications in a timely manner but a mechanism to hold agencies accountable will not be in place until the implementation date of 7/31/2017. Part F has been implemented but because the implementation date was during FY 2017, the recommendation will be tested by the OSA as part of the FY 2017 Statewide Audit.	Partial Implementation: Full Implementation by July 31, 2017

Common Question #3: High Priority Outstanding Audit Recommendations			
Audit Name: Rec No	Recommendation	Agency Comments	Current Status
Statewide Single Audit, Fiscal Year Ended 6/30/2015 - CPPS IT Controls: 1051F-0061A 1051F-0061B 1051F-0061C	The Department of Personnel & Administration's (DPA) Office of the State Controller (OSC) should remediate over the Colorado Personnel Payroll System (CPPS) security risks by working with the Governor's Office of Information Technology (OIT) to create processes to (a) review all data transmissions related to CPPS and ensure that sensitive data are encrypted during internal and external transmissions; (b) review all interfaces related to CPPS, ensuring that interfaces are reviewed on a periodic basis, security controls are enforced, and personnel and identified and held accountable for managing these interfaces; (c) update the CPPS disaster recovery plan, incorporating all critical components associated with CPPS and the requirements of the Colorado Information Security Policies.	Because it is cost prohibitive to make the required technological changes to the existing system, Part A of the recommendation is deferred until the implementation of the new HRIS is completed scheduled for sometime in FY 2019. Part B is on target to be fully implemented by December 31, 2016, and Part C has been fully implemented as of December 2016.	Implementation Dates: 0061A: FY19 0061B: 12/31/16 0061C: 12/31/16
Statewide Single Audit, Fiscal Year Ended 6/30/2015 - CORE IT Controls: 1501F-0059A	The Department of Personnel & Administration's Office of the State Controller (OSC) should strengthen information security system operations and controls over the State's accounting system, the Colorado Operations Resource Engine (CORE) application by (a) enforcing Security Policies and the OSC CORE Security and Workflow policies and procedures for user account provisioning, management, and monitoring and implementing controls to verify agencies follow them.	The emergency account management portion is fully implemented. The OSC in the process of developing means by which it can appropriately monitor that departments follow all policies and procedures for user account provisioning and management.	Full Implementation expected by December 31, 2016
Statewide Single Audit, Fiscal Year Ended 6/30/2013 - Indirect Cost Controls: 1301F-12	The Office of the State Controller (OSC) should provide oversight, guidance and training to state departments related to the tracking and reporting of indirect costs and to help facilitate the development of processes that are consistent and transparent statewide for the indirect cost recovery and reversion.	OSC has developed a process of reporting excess indirect recovery and reversion by setting up specific fund 27G0 and reporting annually to JBC. The office has published OMB Uniform guidance regarding how changes might impact Indirect Cost Recovery, Pass through entity, subrecipients responsibility and audit requirements. Agency personnel at department and OSPB have reached out to the OSC related to Indirect Recovery, reorganization of programs or guidence on federal regulations. OSC has communicated to all agencies via Fiscal Procedures manual and in budget documents by including information on recoveries and reversion of the excess indirect costs. While working with CORE's Cost Accounting and Cost Allocation modules, the OSC identified that it is not feasible and cost effective to track and report indirect recovery from CORE in a standardized method. In process of discussing with vendor regarding indirect recovery from CORE in next upgrade. Although, changes in reporting requirements for exhibit K might provide similar statewide information.	Full Implementation expected by July 31, 2017

FY 2015-16 Classified Employee Turnover

Employee Turnover By Department

Please note that for the department-specific information presented electronically to the Joint Budget Committee, the Department of Personnel & Administration worked with departments to make sure that the information being presented is as consistent as possible. As a result, individual departments requested that DPA provide some feedback on assumptions that could change the results.

1. DPA only included classified staff in the reports. This was due to the desire to report turnover by salary quartile. Departments or agencies with a large number of non-classified staff are concerned that this assumption does not allow for reporting on their full complement of employees. Individual agencies may be able to provide additional information regarding non-classified staff turnover that may include distribution amongst any self-defined salary ranges.

2. DPA did not consider internal transfers (from one State agency to another) as turnover. This was done to maintain consistency with several other reports the Department produces that intend to show the State's overall turnover. It is understandable that an individual department would consider a transfer to another agency turnover because they need to go through the hiring and training process again.

3. DPA's methodology looked at separations over the course of the year. Some departments that have produced their own turnover rates have used a snap-shot method of calculating turnover. DPA did not use that method because the Department was looking at the number of separations across an entire year, the snap-shot would not account for seasonality of employment, and a single position could have turnover over more than once in a year.

4. In addition to turnover by Department, DPA also summarized turnover at the Agency level - DPA maintained the same methodology in both analyses. However, because the Department was asked to calculate turnover at the agency level, this additional requirement forces the Department to recalculate headcount because an individual within a single department can occupy multiple positions in different agencies. Therefore, one might notice that the sum of all headcounts among a department's agencies may not equal the sum of the headcount for the department in total.

5. Employees in Class is defined as the count of unique employee SSN/Department combinations plus Additional Separations for employees separating multiple times from a department.

Department of Agriculture: Job Class Turnover Rate by Number of Separations										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
GENERAL PROFESSIONAL IV	6	22	27.3%	4	0	2	4	1	1	0
TECHNICIAN II	5	27	18.5%	5	0	0	5	0	0	0
GENERAL PROFESSIONAL III	4	57	7.0%	3	0	1	4	0	0	0
TECHNICIAN III	4	43	9.3%	0	1	3	2	0	0	2
TECHNICIAN IV	3	15	20.0%	1	0	2	1	0	0	2
Top Classes Total	**22**	**164**	**13.4%**	**13**	**1**	**8**	**16**	**1**	**1**	**4**
Department Total	**39**	**326**	**12.0%**	**25**	**4**	**10**	**26**	**6**	**3**	**4**

Department of Agriculture: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
GENERAL PROFESSIONAL III	4	57	7.0%	3	0	1	4	0	0	0
TECHNICIAN III	4	43	9.3%	0	1	3	2	0	0	2
TECHNICIAN II	5	27	18.5%	5	0	0	5	0	0	0
ADMIN ASSISTANT III	2	26	7.7%	2	0	0	2	0	0	0
GENERAL PROFESSIONAL IV	6	22	27.3%	4	0	2	4	1	1	0
Top Classes Total	**21**	**175**	**12.0%**	**14**	**1**	**6**	**17**	**1**	**1**	**2**
Department Total	**39**	**326**	**12.0%**	**25**	**4**	**10**	**26**	**6**	**3**	**4**

Department of Agriculture: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DEPARTMENT OF AGRICULTURE	39	326	12.0%	25	4	10	26	6	3	4
Department Total*	**39**	**326**	**12.0%**	**25**	**4**	**10**	**26**	**6**	**3**	**4**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Corrections: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
CORR/YTH/CLIN SEC OFF I	418	2,672	15.6%	301	94	23	390	7	9	12
CORR/YTH/CLIN SEC OFF II	62	783	7.9%	22	10	30	26	3	9	24
CORR SUPP TRADES SUPV I	53	555	9.5%	25	12	16	35	9	5	4
NURSE I	41	167	24.6%	36	1	4	26	14	1	0
COMMUNITY PAROLE OFF	27	232	11.6%	22	1	4	13	11	1	2
Top Classes Total	**601**	**4,409**	**13.6%**	**406**	**118**	**77**	**490**	**44**	**25**	**42**
Department Total	**881**	**6,978**	**12.6%**	**530**	**155**	**196**	**572**	**100**	**99**	**110**

Department of Corrections: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
CORR/YTH/CLIN SEC OFF I	418	2,672	15.6%	301	94	23	390	7	9	12
CORR/YTH/CLIN SEC OFF II	62	783	7.9%	22	10	30	26	3	9	24
CORR SUPP TRADES SUPV I	53	555	9.5%	25	12	16	35	9	5	4
CORR/YTH/CLN SEC SUPV III	19	256	7.4%	6	1	12	5	1	1	12
COMMUNITY PAROLE OFF	27	232	11.6%	22	1	4	13	11	1	2
Top Classes Total	**579**	**4,498**	**12.9%**	**376**	**118**	**85**	**469**	**31**	**25**	**54**
Department Total	**881**	**6,978**	**12.6%**	**530**	**155**	**196**	**572**	**100**	**99**	**110**

Department of Corrections: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Total Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
CANTEEN	4	36	11.1%	0	2	2	0	1	2	1
CORRECTIONAL INDUSTRIES	18	177	10.2%	8	1	9	8	2	2	6
CORRECTIONS ADMINISTRATION	859	6,805	12.6%	522	152	185	564	97	95	103
Department Total*	**881**	**7,018**	**12.6%**	**530**	**155**	**196**	**572**	**100**	**99**	**110**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Education: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
HEALTH CARE TECH I	3	21	14.3%	2	1	0	3	0	0	0
STATE TEACHER AIDE	3	16	18.8%	2	1	0	2	1	0	0
HEALTH CARE TECH II	2	12	16.7%	0	1	1	0	0	2	0
GENERAL PROFESSIONAL III	1	10	10.0%	0	0	1	0	1	0	0
PROGRAM ASSISTANT I	1	6	16.7%	1	0	0	0	1	0	0
CUSTODIAN I	1	5	20.0%	1	0	0	0	1	0	0
DINING SERVICES I	1	5	20.0%	1	0	0	0	0	1	0
ADMIN ASSISTANT II	1	3	33.3%	1	0	0	1	0	0	0
IT TECHNICIAN	1	3	33.3%	0	0	1	0	0	0	1
DINING SERVICES IV	1	2	50.0%	0	0	1	0	0	0	1
GENERAL PROFESSIONAL I	1	1	100.0%	1	0	0	1	0	0	0
GENERAL PROFESSIONAL V	1	1	100.0%	0	0	1	0	1	0	0
ELECTRONICS SPEC III	1	1	100.0%	0	0	1	0	0	0	1
Top Classes Total	**18**	**86**	**20.9%**	**9**	**3**	**6**	**7**	**5**	**3**	**3**
Department Total	**19**	**141**	**13.5%**	**10**	**3**	**6**	**8**	**5**	**3**	**3**

Department of Education: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
HEALTH CARE TECH I	3	21	14.3%	2	1	0	3	0	0	0
STATE TEACHER AIDE	3	16	18.8%	2	1	0	2	1	0	0
HEALTH CARE TECH II	2	12	16.7%	0	1	1	0	0	2	0
GENERAL PROFESSIONAL III	1	10	10.0%	0	0	1	0	1	0	0
PROGRAM ASSISTANT I	1	6	16.7%	1	0	0	0	1	0	0
Top Classes Total	**10**	**65**	**15.4%**	**5**	**3**	**2**	**5**	**3**	**2**	**0**
Department Total	**19**	**141**	**13.5%**	**10**	**3**	**6**	**8**	**5**	**3**	**3**

Department of Education: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DEPARTMENT OF EDUCATION	2	33	6.1%	0	0	2	0	2	0	0
SCHOOL FOR THE DEAF AND BLIND	17	108	15.7%	10	3	4	8	3	3	3
Department Total*	**19**	**141**	**13.5%**	**10**	**3**	**6**	**8**	**5**	**3**	**3**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Governor's Office: Job Class Turnover Rate by Number of Separations										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
IT PROFESSIONAL	31	379	8.2%	15	3	13	12	9	10	0
IT SUPERVISOR	4	52	7.7%	2	0	2	3	0	1	0
GENERAL PROFESSIONAL II	3	7	42.9%	2	0	1	0	1	0	2
GENERAL PROFESSIONAL IV	2	11	18.2%	0	0	2	0	0	1	1
ELECTRONICS SPEC II	2	9	22.2%	2	0	0	2	0	0	0
ELECTRONIC ENGINEER II	2	6	33.3%	0	0	2	0	2	0	0
Top Classes Total	**44**	**464**	**9.5%**	**21**	**3**	**20**	**17**	**12**	**12**	**3**
Department Total	**54**	**600**	**9.0%**	**23**	**3**	**28**	**19**	**14**	**14**	**7**

Governor's Office: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
IT PROFESSIONAL	31	379	8.2%	15	3	13	12	9	10	0
IT SUPERVISOR	4	52	7.7%	2	0	2	3	0	1	0
IT TECHNICIAN	1	29	3.4%	0	0	1	0	0	0	1
CUST SUPPORT COORD II	1	14	7.1%	1	0	0	0	1	0	0
ELECTRONICS SPEC IV	1	12	8.3%	0	0	1	0	0	1	0
Top Classes Total	**38**	**486**	**7.8%**	**18**	**3**	**17**	**15**	**10**	**12**	**1**
Department Total	**54**	**600**	**9.0%**	**23**	**3**	**28**	**19**	**14**	**14**	**7**

Governor's Office: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
OFFICE OF ECONOMIC DEVELOPMENT	1	1	100.0%	0	0	1	0	0	0	1
OFFICE OF INFORMATION TECH	53	599	8.8%	23	3	27	19	14	14	6
Department Total*	**54**	**600**	**9.0%**	**23**	**3**	**28**	**19**	**14**	**14**	**7**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Health Care Policy & Financing: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
GENERAL PROFESSIONAL II	13	45	28.9%	13	0	0	9	4	0	0
GENERAL PROFESSIONAL III	12	115	10.4%	10	0	2	8	2	1	1
GENERAL PROFESSIONAL IV	12	98	12.2%	9	0	3	3	7	1	1
TECHNICIAN I	7	21	33.3%	4	3	0	6	1	0	0
GENERAL PROFESSIONAL V	5	49	10.2%	2	1	2	4	1	0	0
GENERAL PROFESSIONAL VI	5	28	17.9%	3	0	2	2	3	0	0
Top Classes Total	**54**	**356**	**15.2%**	**41**	**4**	**9**	**32**	**18**	**2**	**2**
Department Total	**82**	**541**	**15.2%**	**60**	**7**	**15**	**46**	**27**	**7**	**2**

Department of Health Care Policy & Financing: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
GENERAL PROFESSIONAL III	12	115	10.4%	10	0	2	8	2	1	1
GENERAL PROFESSIONAL IV	12	98	12.2%	9	0	3	3	7	1	1
GENERAL PROFESSIONAL V	5	49	10.2%	2	1	2	4	1	0	0
GENERAL PROFESSIONAL II	13	45	28.9%	13	0	0	9	4	0	0
GENERAL PROFESSIONAL VI	5	28	17.9%	3	0	2	2	3	0	0
Top Classes Total	**47**	**335**	**14.0%**	**37**	**1**	**9**	**26**	**17**	**2**	**2**
Department Total	**82**	**541**	**15.2%**	**60**	**7**	**15**	**46**	**27**	**7**	**2**

Department of Health Care Policy & Financing: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Total Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
DEPT OF HLTH CARE POLICY & FIN	82	541	15.2%	60	7	15	46	27	7	2
Department Total*	**82**	**541**	**15.2%**	**60**	**7**	**15**	**46**	**27**	**7**	**2**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Higher Education: Job Class Turnover Rate by Number of Separations										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CUSTODIAN I	140	985	14.2%	91	19	30	112	6	10	12
ADMIN ASSISTANT III	67	813	8.2%	40	0	27	52	5	8	2
ADMIN ASSISTANT II	53	611	8.7%	41	4	8	37	13	3	0
PROGRAM ASSISTANT I	36	388	9.3%	21	3	12	23	2	11	0
ACCOUNTING TECHNICIAN III	27	253	10.7%	17	0	10	17	6	4	0
Top Classes Total	**323**	**3,050**	**10.6%**	**210**	**26**	**87**	**241**	**32**	**36**	**14**
Department Total	**811**	**8,212**	**9.9%**	**497**	**76**	**238**	**517**	**124**	**111**	**59**

Department of Higher Education: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CUSTODIAN I	140	985	14.2%	91	19	30	112	6	10	12
ADMIN ASSISTANT III	67	813	8.2%	40	0	27	52	5	8	2
ADMIN ASSISTANT II	53	611	8.7%	41	4	8	37	13	3	0
PROGRAM ASSISTANT I	36	388	9.3%	21	3	12	23	2	11	0
IT PROFESSIONAL	18	255	7.1%	3	2	13	6	6	6	0
Top Classes Total	**314**	**3,052**	**10.3%**	**196**	**28**	**90**	**230**	**32**	**38**	**14**
Department Total	**811**	**8,212**	**9.9%**	**497**	**76**	**238**	**517**	**124**	**111**	**59**

Department of Higher Education: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ADAMS STATE UNIVERSITY	0	131	0.0%	0	0	0	0	0	0	0
ARAPAHOE COMMUNITY COLLEGE	8	35	22.9%	2	3	3	4	4	0	0
AURARIA HIGHER EDUCATION CTR	0	264	0.0%	0	0	0	0	0	0	0
CO STATE UNIVERSITY - PUEBLO	0	146	0.0%	0	0	0	0	0	0	0
COLO COMMUNITY COLLEGE SYSTEM	6	41	14.6%	5	1	0	5	1	0	0
COLORADO MESA UNIVERSITY	8	108	7.4%	4	3	1	6	1	1	0
COLORADO SCHOOL OF MINES	52	314	16.6%	40	5	7	38	11	3	0
COLORADO STATE UNIVERSITY	231	2,144	10.8%	113	19	99	141	38	32	20
COMMUNITY COLLEGE OF AURORA	5	77	6.5%	4	1	0	3	1	1	0
COMMUNITY COLLEGE OF DENVER	5	48	10.4%	5	0	0	4	1	0	0
CU - BOULDER	246	2,076	11.8%	159	26	61	143	39	40	24

Department of Higher Education: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CU - COLORADO SPRINGS	18	229	7.9%	14	2	2	15	2	1	0
CU - SYSTEM OFFICES	1	19	5.3%	0	0	1	0	1	0	0
FORT LEWIS COLLEGE	0	112	0.0%	0	0	0	0	0	0	0
FRONT RANGE COMMUNITY COLLEGE	25	209	12.0%	13	3	9	19	2	4	0
LAMAR COMMUNITY COLLEGE	3	18	16.7%	1	2	0	3	0	0	0
METROPOLITAN STATE UNIVERSITY	0	270	0.0%	0	0	0	0	0	0	0
MORGAN COMMUNITY COLLEGE	1	10	10.0%	1	0	0	1	0	0	0
NORTHEASTERN JUNIOR COLLEGE	1	32	3.1%	0	0	1	0	0	1	0
NORTHWESTERN COMMUNITY COLLEGE	2	22	9.1%	0	0	2	1	0	0	1
OTERO JUNIOR COLLEGE	2	23	8.7%	2	0	0	1	1	0	0
PIKES PEAK COMMUNITY COLLEGE	11	233	4.7%	8	1	2	11	0	0	0
PRIVATE OCCUPATIONAL SCHOOL DV	0	1	0.0%	0	0	0	0	0	0	0
PUEBLO COMMUNITY COLLEGE	9	91	9.9%	6	1	2	9	0	0	0
RED ROCKS COMMUNITY COLLEGE	16	67	23.9%	7	3	6	10	2	4	0
STATE HISTORICAL SOCIETY	1	6	16.7%	1	0	0	1	0	0	0
TRINIDAD STATE JUNIOR COLLEGE	3	27	11.1%	0	0	3	0	0	3	0
UNIVERSITY OF COLORADO DENVER	92	860	10.7%	60	3	29	54	11	17	10
UNIVERSITY OF NORTHERN COLO	56	555	10.1%	45	3	8	44	6	3	3
WESTERN STATE COLORADO UNIVERSITY	9	65	13.8%	7	0	2	4	3	1	1
Department Total*	**811**	**8,233**	**9.9%**	**497**	**76**	**238**	**517**	**124**	**111**	**59**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Human Services: Job Class Turnover Rate by Number of Separations										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CORR/YTH/CLIN SEC OFF I	156	636	24.5%	122	30	4	147	3	1	5
CLIENT CARE AIDE II	128	431	29.7%	99	25	4	80	30	11	7
NURSE I	90	329	27.4%	70	12	8	69	15	6	0
HEALTH CARE TECH I	84	353	23.8%	47	27	10	61	5	14	4
CLIENT CARE AIDE I	55	102	53.9%	45	10	0	54	1	0	0
Top Classes Total	**513**	**1,851**	**27.7%**	**383**	**104**	**26**	**411**	**54**	**32**	**16**
Department Total	**1,121**	**6,114**	**18.3%**	**777**	**195**	**149**	**788**	**149**	**118**	**66**

Department of Human Services: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CORR/YTH/CLIN SEC OFF I	156	636	24.5%	122	30	4	147	3	1	5
CLIENT CARE AIDE II	128	431	29.7%	99	25	4	80	30	11	7
HEALTH CARE TECH I	84	353	23.8%	47	27	10	61	5	14	4
NURSE I	90	329	27.4%	70	12	8	69	15	6	0
GENERAL PROFESSIONAL III	42	286	14.7%	28	7	7	21	5	10	6
Top Classes Total	**500**	**2,035**	**24.6%**	**366**	**101**	**33**	**378**	**58**	**42**	**22**
Department Total	**1,121**	**6,114**	**18.3%**	**777**	**195**	**149**	**788**	**149**	**118**	**66**

Department of Human Services: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
COLO. MENT HEALTH INST F LOGAN	66	327	20.2%	41	6	19	27	20	15	4
COLO. MENT HEALTH INST PUEBLO	195	1,288	15.1%	132	31	32	140	28	17	10
DEPARTMENT OF HUMAN SERVICES	204	1,541	13.2%	134	32	38	127	29	28	20
DIRECTOR OF STATE NURSING HOME	1	10	10.0%	1	0	0	0	0	1	0
DIV OF YOUTH CORRECTIONS	227	1,191	19.1%	170	40	17	190	19	8	10
FITZSIMMONS STATE NURSING HOME	65	314	20.7%	45	16	4	31	14	13	7
GRAND JUNCTION REGIONAL CTR	48	295	16.3%	24	7	17	30	3	12	3
OBH-COMMUNITY BEHAVIORAL HLTH	3	70	4.3%	2	0	1	2	0	1	0
PUEBLO REGIONAL CENTER	75	247	30.4%	51	21	3	69	2	4	0
RIDGE REGIONAL CENTER	143	484	29.5%	105	26	12	105	20	14	4
STATE VET CENTER AT HOMELAKE	14	94	14.9%	11	2	1	11	2	0	1
VET NURSING HOME AT FLORENCE	37	179	20.7%	27	8	2	29	6	1	1
VET NURSING HOME AT RIFLE	43	139	30.9%	34	6	3	27	6	4	6
WALSENBURG VET NURSING HOME	0	1	0.0%	0	0	0	0	0	0	0
Department Total*	**1,121**	**6,180**	**18.1%**	**777**	**195**	**149**	**788**	**149**	**118**	**66**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Labor & Employment: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
LABOR/EMPLOYMENT SPEC I	23	155	14.8%	17	3	3	21	1	0	1
LABOR/EMPLOYMENT SPEC II	18	253	7.1%	10	3	5	12	2	0	4
LABOR/EMPLOY SPEC INT	12	43	27.9%	9	3	0	12	0	0	0
GENERAL PROFESSIONAL III	8	28	28.6%	6	1	1	5	2	0	1
LABOR/EMPLOYMENT SPEC III	6	84	7.1%	2	0	4	3	1	1	1
GENERAL PROFESSIONAL IV	6	49	12.2%	2	0	4	0	0	3	3
ADMIN ASSISTANT II	6	38	15.8%	4	2	0	5	0	1	0
Top Classes Total	**79**	**650**	**12.2%**	**50**	**12**	**17**	**58**	**6**	**5**	**10**
Department Total	**135**	**1,198**	**11.3%**	**78**	**18**	**39**	**78**	**14**	**20**	**23**

Department of Labor & Employment: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
LABOR/EMPLOYMENT SPEC II	18	253	7.1%	10	3	5	12	2	0	4
LABOR/EMPLOYMENT SPEC I	23	155	14.8%	17	3	3	21	1	0	1
LABOR/EMPLOYMENT SPEC III	6	84	7.1%	2	0	4	3	1	1	1
GENERAL PROFESSIONAL IV	6	49	12.2%	2	0	4	0	0	3	3
LABOR/EMPLOY SPEC INT	12	43	27.9%	9	3	0	12	0	0	0
Top Classes Total	**65**	**584**	**11.1%**	**40**	**9**	**16**	**48**	**4**	**4**	**9**
Department Total	**135**	**1,198**	**11.3%**	**78**	**18**	**39**	**78**	**14**	**20**	**23**

Department of Labor & Employment: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DEPT OF LABOR AND EMPLOYMENT	135	1,198	11.3%	78	18	39	78	14	20	23
Department Total*	**135**	**1,198**	**11.3%**	**78**	**18**	**39**	**78**	**14**	**20**	**23**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Law: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ADMIN ASSISTANT II	7	33	21.2%	4	2	1	0	5	2	0
CRIMINAL INVESTIGATOR II	6	27	22.2%	3	0	3	0	4	2	0
LEGAL ASSISTANT II	4	49	8.2%	3	0	1	3	0	1	0
PROGRAM ASSISTANT I	3	13	23.1%	2	0	1	1	1	1	0
IT PROFESSIONAL	3	11	27.3%	0	1	2	0	2	1	0
Top Classes Total	**23**	**133**	**17.3%**	**12**	**3**	**8**	**4**	**12**	**7**	**0**
Department Total	**29**	**202**	**14.4%**	**17**	**3**	**9**	**6**	**15**	**8**	**0**

Department of Law: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
LEGAL ASSISTANT II	4	49	8.2%	3	0	1	3	0	1	0
ADMIN ASSISTANT II	7	33	21.2%	4	2	1	0	5	2	0
CRIMINAL INVESTIGATOR II	6	27	22.2%	3	0	3	0	4	2	0
PROGRAM ASSISTANT I	3	13	23.1%	2	0	1	1	1	1	0
IT PROFESSIONAL	3	11	27.3%	0	1	2	0	2	1	0
Top Classes Total	**23**	**133**	**17.3%**	**12**	**3**	**8**	**4**	**12**	**7**	**0**
Department Total	**29**	**202**	**14.4%**	**17**	**3**	**9**	**6**	**15**	**8**	**0**

Department of Law: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DEPARTMENT OF LAW	29	202	14.4%	17	3	9	6	15	8	0
Department Total*	**29**	**202**	**14.4%**	**17**	**3**	**9**	**6**	**15**	**8**	**0**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Local Affairs: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
GENERAL PROFESSIONAL III	6	33	18.2%	4	1	1	1	3	1	1
GENERAL PROFESSIONAL IV	3	26	11.5%	1	1	1	1	1	0	1
ADMIN ASSISTANT III	2	9	22.2%	0	1	1	1	0	1	0
PROPERTY TAX SPEC I	2	4	50.0%	2	0	0	1	1	0	0
GENERAL PROFESSIONAL VI	1	13	7.7%	0	0	1	0	0	1	0
PROGRAM ASSISTANT I	1	12	8.3%	0	0	1	0	0	1	0
PROPERTY TAX SPEC INTERN	1	7	14.3%	1	0	0	1	0	0	0
PROPERTY TAX SPEC II	1	7	14.3%	1	0	0	0	0	1	0
TECHNICIAN III	1	6	16.7%	1	0	0	1	0	0	0
ACCOUNTANT II	1	4	25.0%	1	0	0	0	0	1	0
INSPECTOR III	1	3	33.3%	0	0	1	1	0	0	0
PROGRAM ASSISTANT II	1	3	33.3%	0	0	1	1	0	0	0
GENERAL PROFESSIONAL II	1	3	33.3%	1	0	0	0	1	0	0
MANAGEMENT	1	2	50.0%	0	0	1	0	0	0	1
ACCOUNTING TECHNICIAN III	1	2	50.0%	1	0	0	0	0	1	0
Top Classes Total	**24**	**134**	**17.9%**	**13**	**3**	**8**	**8**	**6**	**7**	**3**
Department Total	**24**	**182**	**13.2%**	**13**	**3**	**8**	**8**	**6**	**7**	**3**

Department of Local Affairs: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
GENERAL PROFESSIONAL III	6	33	18.2%	4	1	1	1	3	1	1
GENERAL PROFESSIONAL IV	3	26	11.5%	1	1	1	1	1	0	1
GENERAL PROFESSIONAL VI	1	13	7.7%	0	0	1	0	0	1	0
PROGRAM ASSISTANT I	1	12	8.3%	0	0	1	0	0	1	0
ADMIN ASSISTANT III	2	9	22.2%	0	1	1	1	0	1	0
Top Classes Total	**13**	**93**	**14.0%**	**5**	**3**	**5**	**3**	**4**	**4**	**2**
Department Total	**24**	**182**	**13.2%**	**13**	**3**	**8**	**8**	**6**	**7**	**3**

Department of Local Affairs: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DEPARTMENT OF LOCAL AFFAIRS	24	182	13.2%	13	3	8	8	6	7	3
Department Total*	**24**	**182**	**13.2%**	**13**	**3**	**8**	**8**	**6**	**7**	**3**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Military & Veterans Affairs: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
GENERAL PROFESSIONAL III	4	15	26.7%	2	0	2	3	0	0	1
STRUCTURAL TRADES II	2	17	11.8%	1	0	1	1	1	0	0
ADMIN ASSISTANT II	2	8	25.0%	1	1	0	2	0	0	0
TRANSPORTATION MTC I	2	5	40.0%	1	1	0	1	0	0	1
GROUNDS & NURSERY I	2	4	50.0%	0	1	1	1	1	0	0
ENVIRON PROTECT SPEC II	2	3	66.7%	1	0	1	2	0	0	0
Top Classes Total	**14**	**52**	**26.9%**	**6**	**3**	**5**	**10**	**2**	**0**	**2**
Department Total	**21**	**161**	**13.0%**	**11**	**4**	**6**	**15**	**4**	**0**	**2**

Department of Military & Veterans Affairs: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
STRUCTURAL TRADES II	2	17	11.8%	1	0	1	1	1	0	0
GENERAL PROFESSIONAL III	4	15	26.7%	2	0	2	3	0	0	1
CUSTODIAN I	1	12	8.3%	1	0	0	1	0	0	0
ADMIN ASSISTANT II	2	8	25.0%	1	1	0	2	0	0	0
PIPE/MECH TRADES II	1	8	12.5%	1	0	0	0	1	0	0
Top Classes Total	**10**	**60**	**16.7%**	**6**	**1**	**3**	**7**	**2**	**0**	**1**
Department Total	**21**	**161**	**13.0%**	**11**	**4**	**6**	**15**	**4**	**0**	**2**

Department of Military & Veterans Affairs: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Total Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
MILITARY AFFAIRS	14	144	9.7%	9	2	3	9	3	0	2
VETERANS AFFAIRS	7	17	41.2%	2	2	3	6	1	0	0
Department Total*	**21**	**161**	**13.0%**	**11**	**4**	**6**	**15**	**4**	**0**	**2**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Natural Resources: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
TECHNICIAN IV	8	128	6.3%	5	0	3	2	1	3	2
GENERAL PROFESSIONAL III	8	53	15.1%	7	0	1	1	2	3	2
ADMIN ASSISTANT III	7	74	9.5%	4	0	3	5	1	1	0
TECHNICIAN III	7	74	9.5%	3	1	3	4	0	1	2
WILDLIFE MANAGER III	6	185	3.2%	3	0	3	1	2	0	3
ENGR/PHYS SCI TECH II	6	94	6.4%	2	1	3	1	0	3	2
Top Classes Total	**42**	**608**	**6.9%**	**24**	**2**	**16**	**14**	**6**	**11**	**11**
Department Total	**98**	**1,550**	**6.3%**	**47**	**6**	**45**	**24**	**20**	**32**	**22**

Department of Natural Resources: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
WILDLIFE MANAGER III	6	185	3.2%	3	0	3	1	2	0	3
TECHNICIAN IV	8	128	6.3%	5	0	3	2	1	3	2
ENGR/PHYS SCI TECH II	6	94	6.4%	2	1	3	1	0	3	2
ADMIN ASSISTANT III	7	74	9.5%	4	0	3	5	1	1	0
TECHNICIAN III	7	74	9.5%	3	1	3	4	0	1	2
Top Classes Total	**34**	**555**	**6.1%**	**17**	**2**	**15**	**13**	**4**	**8**	**9**
Department Total	**98**	**1,550**	**6.3%**	**47**	**6**	**45**	**24**	**20**	**32**	**22**

Department of Natural Resources: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
BOARD OF LAND COMMISSIONERS	3	45	6.7%	2	0	1	0	1	2	0
DIV RECLAMATION,MINING,SAFETY	3	63	4.8%	0	0	3	0	0	1	2
DIVISION OF WATER RESOURCES	13	280	4.6%	6	0	7	4	3	3	3
DNR - EXECUTIVE DIRECTOR	3	49	6.1%	3	0	0	1	0	1	1
OIL AND GAS CONSERVATION COMM	6	110	5.5%	3	1	2	2	1	3	0
PARKS AND WILDLIFE	65	959	6.8%	28	5	32	17	15	17	16
WATER CONSERVATION BOARD	5	47	10.6%	5	0	0	0	0	5	0
Department Total*	**98**	**1,553**	**6.3%**	**47**	**6**	**45**	**24**	**20**	**32**	**22**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Personnel & Administration: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
GENERAL PROFESSIONAL IV	6	59	10.2%	2	1	3	1	4	0	1
GENERAL PROFESSIONAL V	6	27	22.2%	1	3	2	3	3	0	0
PRODUCTION II	5	22	22.7%	4	0	1	5	0	0	0
GENERAL PROFESSIONAL III	5	18	27.8%	5	0	0	2	2	0	1
ADMIN ASSISTANT II	4	16	25.0%	2	0	2	2	1	1	0
Top Classes Total	**26**	**142**	**18.3%**	**14**	**4**	**8**	**13**	**10**	**1**	**2**
Department Total	**58**	**441**	**13.2%**	**22**	**9**	**27**	**26**	**15**	**11**	**6**

Department of Personnel & Administration: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
GENERAL PROFESSIONAL IV	6	59	10.2%	2	1	3	1	4	0	1
GENERAL PROFESSIONAL V	6	27	22.2%	1	3	2	3	3	0	0
PRODUCTION II	5	22	22.7%	4	0	1	5	0	0	0
ADMIN LAW JUDGE II	1	19	5.3%	0	0	1	0	0	0	1
GENERAL PROFESSIONAL III	5	18	27.8%	5	0	0	2	2	0	1
Top Classes Total	**23**	**145**	**15.9%**	**12**	**4**	**7**	**11**	**9**	**0**	**3**
Department Total	**58**	**441**	**13.2%**	**22**	**9**	**27**	**26**	**15**	**11**	**6**

Department of Personnel & Administration: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DOP - EXECUTIVE DIRECTOR	58	441	13.2%	22	9	27	26	15	11	6
Department Total*	**58**	**441**	**13.2%**	**22**	**9**	**27**	**26**	**15**	**11**	**6**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Public Health & Environment: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
GENERAL PROFESSIONAL III	27	164	16.5%	20	3	4	1	7	11	8
HEALTH PROFESSIONAL III	18	151	11.9%	14	1	3	2	1	11	4
ENVIRON PROTECT SPEC II	11	121	9.1%	7	0	4	2	3	3	3
GENERAL PROFESSIONAL V	11	72	15.3%	4	0	7	0	3	7	1
ADMIN ASSISTANT I	8	20	40.0%	8	0	0	8	0	0	0
Top Classes Total	**75**	**528**	**14.2%**	**53**	**4**	**18**	**13**	**14**	**32**	**16**
Department Total	**161**	**1,498**	**10.7%**	**115**	**5**	**41**	**40**	**40**	**52**	**29**

Department of Public Health & Environment: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
GENERAL PROFESSIONAL III	27	164	16.5%	20	3	4	1	7	11	8
HEALTH PROFESSIONAL III	18	151	11.9%	14	1	3	2	1	11	4
ENVIRON PROTECT SPEC II	11	121	9.1%	7	0	4	2	3	3	3
GENERAL PROFESSIONAL V	11	72	15.3%	4	0	7	0	3	7	1
GENERAL PROFESSIONAL IV	5	61	8.2%	3	0	2	0	3	1	1
Top Classes Total	**72**	**569**	**12.7%**	**48**	**4**	**20**	**5**	**17**	**33**	**17**
Department Total	**161**	**1,498**	**10.7%**	**115**	**5**	**41**	**40**	**40**	**52**	**29**

Department of Public Health & Environment: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Total Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
DEPT OF PUB HLTH & ENVIRONMENT	161	1,498	10.7%	115	5	41	40	40	52	29
Department Total*	**161**	**1,498**	**10.7%**	**115**	**5**	**41**	**40**	**40**	**52**	**29**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Public Safety: Job Class Turnover Rate by Number of Separations										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
STATE PATROL TROOPER	15	400	3.8%	7	4	4	11	0	4	0
GENERAL PROFESSIONAL III	14	97	14.4%	12	1	1	1	2	7	4
CRIMINAL INVESTIGATOR II	13	72	18.1%	9	0	4	5	6	0	2
GENERAL PROFESSIONAL IV	11	91	12.1%	8	1	2	2	2	3	4
STATE PATROL TROOPER III	7	222	3.2%	1	0	6	0	1	6	0
POLICE COMMUNICATION TECH	7	117	6.0%	6	0	1	2	3	2	0
Top Classes Total	**67**	**999**	**6.7%**	**43**	**6**	**18**	**21**	**14**	**22**	**10**
Department Total	**127**	**1,838**	**6.9%**	**80**	**9**	**38**	**43**	**30**	**39**	**15**

Department of Public Safety: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
STATE PATROL TROOPER	15	400	3.8%	7	4	4	11	0	4	0
STATE PATROL TROOPER III	7	222	3.2%	1	0	6	0	1	6	0
POLICE COMMUNICATION TECH	7	117	6.0%	6	0	1	2	3	2	0
STATE PATROL SUPERVISOR	4	99	4.0%	2	0	2	0	0	3	1
GENERAL PROFESSIONAL III	14	97	14.4%	12	1	1	1	2	7	4
Top Classes Total	**47**	**935**	**5.0%**	**28**	**5**	**14**	**14**	**6**	**22**	**5**
Department Total	**127**	**1,838**	**6.9%**	**80**	**9**	**38**	**43**	**30**	**39**	**15**

Department of Public Safety: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DEPARTMENT OF PUBLIC SAFETY	127	1,838	6.9%	80	9	38	43	30	39	15
Department Total*	**127**	**1,838**	**6.9%**	**80**	**9**	**38**	**43**	**30**	**39**	**15**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Regulatory Agencies: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
GENERAL PROFESSIONAL III	11	41	26.8%	7	1	3	3	6	1	1
ADMIN ASSISTANT III	5	66	7.6%	4	0	1	4	1	0	0
RATE/FINANCIAL ANLYST IV	5	26	19.2%	1	0	4	0	3	1	1
TECHNICIAN IV	4	30	13.3%	2	1	1	3	0	1	0
RATE/FINANCIAL ANLYST II	4	18	22.2%	2	0	2	3	0	1	0
Top Classes Total	**29**	**181**	**16.0%**	**16**	**2**	**11**	**13**	**10**	**4**	**2**
Department Total	**54**	**595**	**9.1%**	**31**	**2**	**21**	**23**	**16**	**11**	**4**

Department of Regulatory Agencies: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ADMIN ASSISTANT III	5	66	7.6%	4	0	1	4	1	0	0
GENERAL PROFESSIONAL III	11	41	26.8%	7	1	3	3	6	1	1
INSPECTOR III	3	35	8.6%	1	0	2	1	0	2	0
GENERAL PROFESSIONAL IV	3	31	9.7%	2	0	1	1	1	1	0
TECHNICIAN IV	4	30	13.3%	2	1	1	3	0	1	0
Top Classes Total	**26**	**203**	**12.8%**	**16**	**2**	**8**	**12**	**8**	**5**	**1**
Department Total	**54**	**595**	**9.1%**	**31**	**2**	**21**	**23**	**16**	**11**	**4**

Department of Regulatory Agencies: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Total Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
ACCOUNTANCY BOARD	0	3	0.0%	0	0	0	0	0	0	0
BARBERS & COSMETOLOGISTS BOARD	0	4	0.0%	0	0	0	0	0	0	0
CHIROPRACTIC BOARD	1	6	16.7%	1	0	0	1	0	0	0
CIVIL RIGHTS DIVISION	8	30	26.7%	7	0	1	3	4	0	1
COMPLAINTS & INVESTIGATIONS	0	1	0.0%	0	0	0	0	0	0	0
DENTAL BOARD	2	6	33.3%	1	1	0	2	0	0	0
DIRECTOR OF REGISTRATIONS	6	91	6.6%	3	0	3	3	1	2	0
DIVISION OF BANKING	2	40	5.0%	2	0	0	1	1	0	0
DIVISION OF FINANCIAL SERVICES	0	14	0.0%	0	0	0	0	0	0	0
DIVISION OF INSURANCE	13	93	14.0%	7	1	5	7	3	2	1
DIVISION OF REAL ESTATE	3	56	5.4%	1	0	2	0	1	1	1
DIVISION OF SECURITIES	2	27	7.4%	2	0	0	0	2	0	0
DORA - EXECUTIVE DIRECTOR	2	29	6.9%	1	0	1	0	1	1	0
ELECTRICAL BOARD	2	41	4.9%	0	0	2	0	0	2	0
ENGINEERS & LAND SURVEYORS BD	0	5	0.0%	0	0	0	0	0	0	0
MASSAGE THERAPISTS	0	4	0.0%	0	0	0	0	0	0	0
MEDICAL EXAMINERS BOARD	1	10	10.0%	1	0	0	1	0	0	0
MENTAL HEALTH BOARDS	0	8	0.0%	0	0	0	0	0	0	0
NURSING BOARD	3	16	18.8%	2	0	1	2	0	1	0
NURSING HOME ADMINISTRATORS BD	0	2	0.0%	0	0	0	0	0	0	0
OFFICE OF CONSUMER COUNSEL	0	7	0.0%	0	0	0	0	0	0	0
OPTOMETRIC BOARD	0	1	0.0%	0	0	0	0	0	0	0
OUTFITTERS BOARD	0	2	0.0%	0	0	0	0	0	0	0
PASSENGER TRAMWAY SAFETY BOARD	0	2	0.0%	0	0	0	0	0	0	0
PHARMACY BOARD	0	8	0.0%	0	0	0	0	0	0	0
PLUMBERS BOARD	1	13	7.7%	1	0	0	1	0	0	0
PUBLIC UTILITIES COMMISSION	8	87	9.2%	2	0	6	2	3	2	1
VETERINARY MEDICINE BOARD	0	2	0.0%	0	0	0	0	0	0	0
Department Total*	**54**	**608**	**8.9%**	**31**	**2**	**21**	**23**	**16**	**11**	**4**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Revenue: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
TECHNICIAN I	40	135	29.6%	34	5	1	40	0	0	0
ADMIN ASSISTANT II	32	199	16.1%	22	6	4	30	1	1	0
TAX EXAMINER I	12	110	10.9%	10	1	1	12	0	0	0
TECHNICIAN III	9	63	14.3%	2	2	5	9	0	0	0
TECHNICIAN II	8	60	13.3%	8	0	0	8	0	0	0
Top Classes Total	**101**	**567**	**17.8%**	**76**	**14**	**11**	**99**	**1**	**1**	**0**
Department Total	**194**	**1,516**	**12.8%**	**124**	**20**	**50**	**146**	**22**	**11**	**15**

Department of Revenue: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
ADMIN ASSISTANT II	32	199	16.1%	22	6	4	30	1	1	0
TECHNICIAN I	40	135	29.6%	34	5	1	40	0	0	0
TAX EXAMINER I	12	110	10.9%	10	1	1	12	0	0	0
CRIMINAL INVESTIGATOR I	6	81	7.4%	4	0	2	5	1	0	0
TECHNICIAN III	9	63	14.3%	2	2	5	9	0	0	0
Top Classes Total	**99**	**588**	**16.8%**	**72**	**14**	**13**	**96**	**2**	**1**	**0**
Department Total	**194**	**1,516**	**12.8%**	**124**	**20**	**50**	**146**	**22**	**11**	**15**

Department of Revenue: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Total Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
REVENUE - ADMINISTRATION	174	1,305	13.3%	115	19	40	139	17	6	12
REVENUE - GAMING DIVISION	9	97	9.3%	5	1	3	3	4	1	1
STATE LOTTERY DIVISION	11	121	9.1%	4	0	7	4	1	4	2
Department Total*	**194**	**1,523**	**12.7%**	**124**	**20**	**50**	**146**	**22**	**11**	**15**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Secretary of State: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
TECHNICIAN II	3	15	20.0%	2	0	1	0	3	0	0
IT PROFESSIONAL	2	29	6.9%	1	0	1	1	0	1	0
GENERAL PROFESSIONAL II	2	17	11.8%	2	0	0	0	0	1	1
TECHNICIAN IV	2	4	50.0%	1	0	1	1	0	0	1
GENERAL PROFESSIONAL III	1	10	10.0%	0	1	0	0	0	0	1
TECHNICIAN III	1	6	16.7%	1	0	0	0	0	1	0
Top Classes Total	**11**	**81**	**13.6%**	**7**	**1**	**3**	**2**	**3**	**3**	**3**
Department Total	**11**	**126**	**8.7%**	**7**	**1**	**3**	**2**	**3**	**3**	**3**

Secretary of State: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
IT PROFESSIONAL	2	29	6.9%	1	0	1	1	0	1	0
GENERAL PROFESSIONAL II	2	17	11.8%	2	0	0	0	0	1	1
TECHNICIAN II	3	15	20.0%	2	0	1	0	3	0	0
GENERAL PROFESSIONAL III	1	10	10.0%	0	1	0	0	0	0	1
TECHNICIAN III	1	6	16.7%	1	0	0	0	0	1	0
Top Classes Total	**9**	**77**	**11.7%**	**6**	**1**	**2**	**1**	**3**	**3**	**2**
Department Total	**11**	**126**	**8.7%**	**7**	**1**	**3**	**2**	**3**	**3**	**3**

Secretary of State: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DEPARTMENT OF STATE	11	126	8.7%	7	1	3	2	3	3	3
Department Total*	**11**	**126**	**8.7%**	**7**	**1**	**3**	**2**	**3**	**3**	**3**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

State Auditor's Office: Job Class Turnover Rate by Number of Separations										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
LEGISLATIVE AUDITOR	10	69	14.5%	10	0	0	3	5	1	1
TECHNICIAN IV	1	2	50.0%	1	0	0	0	0	0	1
Top Classes Total	**11**	**71**	**15.5%**	**11**	**0**	**0**	**3**	**5**	**1**	**2**
Department Total	**11**	**78**	**14.1%**	**11**	**0**	**0**	**3**	**5**	**1**	**2**

State Auditor's Office: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
LEGISLATIVE AUDITOR	10	69	14.5%	10	0	0	3	5	1	1
TECHNICIAN IV	1	2	50.0%	1	0	0	0	0	0	1
Top Classes Total	**11**	**71**	**15.5%**	**11**	**0**	**0**	**3**	**5**	**1**	**2**
Department Total	**11**	**78**	**14.1%**	**11**	**0**	**0**	**3**	**5**	**1**	**2**

State Auditor's Office: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
STATE AUDITOR	11	78	14.1%	11	0	0	3	5	1	2
Department Total*	**11**	**78**	**14.1%**	**11**	**0**	**0**	**3**	**5**	**1**	**2**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Transportation: Job Class Turnover Rate by Number of Separations										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
TRANSPORTATION MTC I	101	892	11.3%	65	13	23	28	18	19	36
TRANSPORTATION MTC II	19	267	7.1%	10	0	9	2	12	5	0
GENERAL PROFESSIONAL IV	14	177	7.9%	6	2	6	1	7	3	3
PROFESSIONAL ENGINEER I	12	173	6.9%	4	1	7	3	3	6	0
TRANSPORTATION MTC III	10	107	9.3%	4	0	6	0	3	5	2
PROFESSIONAL ENGINEER II	10	97	10.3%	1	1	8	0	0	8	2
Top Classes Total	**166**	**1,713**	**9.7%**	**90**	**17**	**59**	**34**	**43**	**46**	**43**
Department Total	**278**	**3,194**	**8.7%**	**136**	**30**	**112**	**65**	**76**	**84**	**53**

Department of Transportation: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
TRANSPORTATION MTC I	101	892	11.3%	65	13	23	28	18	19	36
TRANSPORTATION MTC II	19	267	7.1%	10	0	9	2	12	5	0
GENERAL PROFESSIONAL IV	14	177	7.9%	6	2	6	1	7	3	3
PROFESSIONAL ENGINEER I	12	173	6.9%	4	1	7	3	3	6	0
TRANSPORTATION MTC III	10	107	9.3%	4	0	6	0	3	5	2
Top Classes Total	**156**	**1,616**	**9.7%**	**89**	**16**	**51**	**34**	**43**	**38**	**41**
Department Total	**278**	**3,194**	**8.7%**	**136**	**30**	**112**	**65**	**76**	**84**	**53**

Department of Transportation: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
COLO DEPT OF TRANSPORTATION	278	3,194	8.7%	136	30	112	65	76	84	53
Department Total*	**278**	**3,194**	**8.7%**	**136**	**30**	**112**	**65**	**76**	**84**	**53**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

Department of Treasury: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ADMIN ASSISTANT I	1	5	20.0%	1	0	0	1	0	0	0
ACCOUNTANT III	1	2	50.0%	0	0	1	0	0	1	0
AUDIT INTERN	1	1	100.0%	1	0	0	1	0	0	0
INVESTMENT OFFICER III	1	1	100.0%	0	0	1	0	0	0	1
Top Classes Total	**4**	**9**	**44.4%**	**2**	**0**	**2**	**2**	**0**	**1**	**1**
Department Total	**4**	**31**	**12.9%**	**2**	**0**	**2**	**2**	**0**	**1**	**1**

Department of Treasury: Job Class Turnover Rate by Total Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ADMIN ASSISTANT I	1	5	20.0%	1	0	0	1	0	0	0
ACCOUNTANT III	1	2	50.0%	0	0	1	0	0	1	0
AUDIT INTERN	1	1	100.0%	1	0	0	1	0	0	0
INVESTMENT OFFICER III	1	1	100.0%	0	0	1	0	0	0	1
Top Classes Total	**4**	**9**	**44.4%**	**2**	**0**	**2**	**2**	**0**	**1**	**1**
Department Total	**4**	**31**	**12.9%**	**2**	**0**	**2**	**2**	**0**	**1**	**1**

Department of Treasury: Summary of Classified Staff Turnover for FY 2015-16 by Agency										
FY 2015-16 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Total Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
TREASURY - ADMINISTRATION	4	31	12.9%	2	0	2	2	0	1	1
Department Total*	**4**	**31**	**12.9%**	**2**	**0**	**2**	**2**	**0**	**1**	**1**

*The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount.

		General Fund			Cash Funds			Reappropriated Funds			Total
		Appropriation	Expenses	(overexpenditure) / reversion	Appropriation	Expenses	(overexpenditure) / reversion	Appropriation	Expenses	(overexpenditure) / reversion	(overexpenditure) / reversion
Executive Director's Office, Personal Services	other expenditures		311,235						1,652,315		
	SERF transfer		25,407				-			-	
	Total	**336,642**	**336,642**	**-**	**15,648**	**-**	**15,648**	**1,652,315**	**1,652,315**	**-**	**15,648**
Group Health Life Dental	**Total**	**-**	**-**	**-**	**23,392**	**-**	**23,392**	**-**	**-**	**-**	**23,392**
Short Term Disability	other expenditures		-						-		
	SERF transfer		2,937				-			-	
	Total	**2,937**	**2,937**	**-**	**779**	**-**	**779**	**2,263**	**-**	**2,263**	**3,042**
Amortization Equalization Disbursement	other expenditures		-						-		
	SERF transfer		27,442				-			-	
	Total	**27,442**	**27,442**	**-**	**7,365**	**-**	**7,365**	**44**	**-**	**44**	**7,409**
Supplemental Amortization Equalization Disbursement	other expenditures		-						-		
	SERF transfer		26,303				-			-	
	Total	**26,303**	**26,303**	**-**	**7,030**	**-**	**7,030**	**43**	**-**	**43**	**7,073**
Salary Survey	**Total**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Merit Pay	**Total**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Shift Differential	**Total**		**-**	**-**			**-**	**5,217**	**-**	**5,217**	**5,217**
Workers' Compensation	**Total**	**50,321**	**50,321**	**-**	**19,874**	**19,874**	**-**	**114,238**	**114,238**	**-**	**-**
Operating Expenses	**Total**	**-**	**-**	**-**			**-**	**99,531**	**99,478**	**53**	**53**
Legal Services	**Total**	**177,061**	**177,061**	**-**	**11,267**	**11,267**	**-**	**55,183**	**31,469**	**23,714**	**23,714**
Administrative Law Judge Services	**Total**		**-**	**-**	**10,323**	**10,323**	**-**	**1,060**	**1,060**	**-**	**-**
Payments to Risk Management and Property Funds	**Total**	**155,865**	**155,865**	**-**	**62,203**	**62,203**	**-**	**353,002**	**353,002**	**-**	**-**
Vehicle Lease Payments	**Total**		**-**	**-**	**2,128**	**2,010**	**118**	**73,018**	**52,423**	**20,595**	**20,712**
Leased Space	**Total**		**-**	**-**			**-**	**316,949**	**316,949**	**-**	**-**
Capitol Complex Leased Space	**Total**	**1,320,282**	**1,320,282**	**-**	**231,042**	**231,042**	**-**	**837,062**	**837,062**	**-**	**-**
Payments to OIT	**Total**	**1,035,742**	**1,035,742**	**-**	**508,639**	**508,639**	**-**	**2,224,180**	**2,224,180**	**-**	**-**
CORE Operations	**Total**	**110,289**	**110,289**	**-**	**54,159**	**54,159**	**-**	**236,839**	**236,839**	**-**	**-**
CSEAP, Personal Services	**Total**		**-**	**-**	**124,599**	**123,484**	**1,115**	**804,848**	**804,848**	**-**	**1,115**
CSEAP, Operating Expenses	**Total**		**-**	**-**			**-**	**53,794**	**52,777**	**1,017**	**1,017**
CSEAP, Indirect Cost Assessment	**Total**		**-**	**-**			**-**	**172,259**	**172,259**	**-**	**-**
Office of the State Architect	**Total**	**811,172**	**734,181**	**76,991**			**-**			**-**	**76,991**
Statewide Planning Services	**Total**	**2,396**	**2,396**	**1**			**-**			**-**	**1**
Colorado State Archives, Personal Services	other expenditures		557,277						-		
	SERF transfer		91,867				-			-	
	Total	**649,144**	**649,144**	**-**	**179,688**	**456**	**179,232**	**29,071**	**-**	**29,071**	**208,303**
	other expenditures		81,572						-		

		General Fund			Cash Funds			Reappropriated Funds			Total
		Appropriation	Expenses	(overexpenditure) / reversion	Appropriation	Expenses	(overexpenditure) / reversion	Appropriation	Expenses	(overexpenditure) / reversion	(overexpenditure) / reversion
Colorado State Archives, Operating Expenses	SERF transfer		12,264				-			-	
	Total	**93,836**	**93,836**	**-**			**-**			**-**	**-**
Test Facility Lease	**Total**	**119,842**	**119,842**	**-**			**-**	**-**	**-**	**-**	**-**
Employment Security Contract Payment	**Total**	**11,264**	**8,953**	**2,311**			**-**	**8,736**	**6,397**	**2,339**	**4,650**
Disability Investigation and Pilot Support Procurement	**Total**		**-**	**-**	**1,337,976**	**348,864**	**989,112**			**-**	**989,112**
State Agency Services, Personal Services	other expenditures		1,541,448						-		
	SERF transfer		308,802				-			-	
	Total	**1,850,250**	**1,850,250**	**-**			**-**	**-**	**-**	**-**	**-**
State Agency Services, Operating Expenses	other expenditures		82,524						-		
	SERF transfer		5,972				-			-	
	Total	**88,496**	**88,496**	**-**			**-**	**-**	**-**	**-**	**-**
Total Compensation and Employee Engagement Surveys	**Total**	**215,000**	**203,512**	**11,488**			**-**			**-**	**11,488**
Training Services	**Total**		**-**	**-**	**51,767**	**51,765**	**2**	**697,955**	**697,955**	**-**	**2**
Training Services, Indirect Cost Assessment	**Total**		**-**	**-**	**3,842**	**3,842**	**-**	**28,640**	**28,640**	**-**	**-**
Employee Benefits Services, Personal Services	**Total**		**-**	**-**	**956,741**	**834,568**	**122,173**			**-**	**122,173**
Employee Benefits Services, Operating Expenses	**Total**		**-**	**-**	**58,324**	**45,360**	**12,964**			**-**	**12,964**
Utilization Review	**Total**		**-**	**-**	**40,000**	**12,888**	**27,112**			**-**	**27,112**
Supplemental State Contribution Fund - HB07-1335	**Total**		**-**	**-**	**1,148,021**	**1,145,379**	**2,642**			**-**	**2,642**
Employee Benefits, Indirect Cost Assessment	**Total**		**-**	**-**	**172,277**	**172,277**	**-**			**-**	**-**
Risk Management, Personal Services	**Total**		**-**	**-**			**-**	**1,003,669**	**888,652**	**115,017**	**115,017**
Risk Management, Operating Expenses	**Total**		**-**	**-**			**-**	**68,427**	**58,439**	**9,988**	**9,988**
Actuarial And Broker Services	**Total**		**-**	**-**			**-**	**272,073**	**161,730**	**110,343**	**110,343**
Risk Management Information System	**Total**		**-**	**-**			**-**	**168,981**	**152,418**	**16,563**	**16,563**
Risk Management Indirect Cost Assessment	**Total**		**-**	**-**			**-**	**163,715**	**163,715**	**-**	**-**
Liability Claims	**Total**		**-**	**-**			**-**	**4,262,694**	**4,262,694**	**-**	**-**
Liability Excess Policy	**Total**		**-**	**-**			**-**	**440,015**	**308,544**	**131,471**	**131,471**
Liability Legal Services	**Total**		**-**	**-**			**-**	**3,370,249**	**3,370,249**	**-**	**-**
Property Policies	**Total**		**-**	**-**			**-**	**4,907,385**	**4,837,309**	**70,076**	**70,076**
Property Deductibles And Payouts	**Total**		**-**	**-**			**-**	**5,838,017**	**5,838,017**	**-**	**-**
Workers' Compensation Claims	**Total**		**-**	**-**			**-**	**37,125,664**	**30,487,596**	**6,638,068**	**6,638,068**
Workers' Compensation TPA Fees Loss Control	**Total**		**-**	**-**			**-**	**2,450,000**	**2,300,094**	**149,906**	**149,906**
Workers' Compensation Excess Policy	**Total**		**-**	**-**			**-**	**785,003**	**699,873**	**85,130**	**85,130**

		General Fund			Cash Funds			Reappropriated Funds			Total
		Appropriation	Expenses	(overexpenditure) / reversion	Appropriation	Expenses	(overexpenditure) / reversion	Appropriation	Expenses	(overexpenditure) / reversion	(overexpenditure) / reversion
Workers' Compensation Legal Services	**Total**		**-**	**-**			**-**	**2,452,570**	**2,269,200**	**183,370**	**183,370**
State Personnel Board, Personal Services	other expenditures		504,946						-		
	SERF transfer		60,558				-			-	
	Total	**565,504**	**565,504**	**-**	**1,178**	**-**	**1,178**			**-**	**1,178**
State Personnel Board, Operating Expenses	other expenditures		17,234						-		
	SERF transfer		3,271				-			-	
	Total	**20,505**	**20,505**	**-**			**-**			**-**	**-**
State Personnel Board Legal Services	**Total**	**31,353**	**31,353**	**-**			**-**			**-**	**-**
Central Services, Administration, Personal Services	**Total**		**-**	**-**			**-**	**812,986**	**743,724**	**69,262**	**69,262**
Central Services, Administration, Operating Expenses	**Total**		**-**	**-**			**-**	**58,445**	**33,854**	**24,591**	**24,591**
Central Services, Administration, Indirect Cost Assessment	**Total**		**-**	**-**			**-**	**68,172**	**68,172**	**-**	**-**
Integrated Document Solutions, Personal Services	**Total**		**-**	**-**	**141,615**	**90,282**	**51,323**	**7,435,806**	**7,148,517**	**287,289**	**338,612**
Integrated Document Solutions, Operating Expenses	**Total**		**-**	**-**	**240,313**	**-**	**240,313**	**6,103,861**	**5,163,430**	**940,431**	**1,180,744**
Commercial Print Payments	**Total**		**-**	**-**			**-**	**2,100,000**	**1,366,521**	**733,479**	**733,479**
Postage	**Total**		**-**	**-**	**740,298**	**-**	**740,298**	**7,726,210**	**7,448,462**	**277,749**	**1,018,047**
Utilities	**Total**		**-**	**-**			**-**	**69,000**	**68,982**	**18**	**18**
Mail Equipment Purchase	**Total**	**46,130**	**46,129**	**1**	**46,130**	**46,129**	**1**	**177,624**	**118,634**	**58,990**	**58,992**
Address Confidentiality Program	**Total**	**167,784**	**167,682**	**102**	**125,658**	**125,658**	**-**			**-**	**102**
Integrated Document Solutions, Indirect Cost Assessment	**Total**		**-**	**-**			**-**	**322,284**	**322,284**	**-**	**-**
Fleet Management, Personal Services	**Total**		**-**	**-**			**-**	**979,414**	**976,446**	**2,968**	**2,968**
Fleet Management, Operating Expenses	**Total**		**-**	**-**			**-**	**624,271**	**594,283**	**29,988**	**29,988**
Fuel and Auto Supplies	**Total**		**-**	**-**			**-**	**25,104,293**	**17,503,906**	**7,600,387**	**7,600,387**
Vehicle Replacement Lease/Purchase	**Total**		**-**	**-**			**-**	**17,452,309**	**17,187,982**	**264,327**	**264,327**
Fleet Management, Indirect Cost Assessment	**Total**		**-**	**-**			**-**	**293,264**	**293,264**	**-**	**-**
Capitol Complex, Personal Services	**Total**		**-**	**-**			**-**	**3,824,689**	**3,724,300**	**100,389**	**100,389**
Capitol Complex, Operating Expenses	**Total**	**-**	**-**	**-**	**-**	**-**	**-**	**2,709,468**	**2,683,874**	**25,594**	**25,594**
Capitol Complex Repairs	**Total**		**-**	**-**			**-**	**56,520**	**55,689**	**831**	**831**
Capitol Complex Security	**Total**		**-**	**-**			**-**	**405,243**	**405,243**	**-**	**-**
Utilities	**Total**		**-**	**-**	**313,139**	**313,139**	**-**	**4,241,249**	**4,183,865**	**57,384**	**57,384**
Capitol Complex, Indirect Cost Assessment	**Total**		**-**	**-**			**-**	**1,009,358**	**1,009,358**	**-**	**-**
Financial Operations and Reporting, Personal Services	other expenditures		2,777,055						-		
	SERF transfer		59				-			-	
	Total	**2,777,114**	**2,777,114**	**-**	**541,481**	**352,272**	**189,209**			**-**	**189,209**

		General Fund			Cash Funds			Reappropriated Funds			Total
		Appropriation	Expenses	(overexpenditure) / reversion	Appropriation	Expenses	(overexpenditure) / reversion	Appropriation	Expenses	(overexpenditure) / reversion	(overexpenditure) / reversion
Financial Operations and Reporting, Operating Expenses	**Total**		**-**	**-**	**139,334**	**137,013**	**2,321**			**-**	**2,321**
Recovery Audit Program	**Total**		**-**	**-**	**1,000**	**-**	**1,000**			**-**	**1,000**
Collections Services, Personal Services	**Total**		**-**	**-**	**1,334,576**	**1,158,990**	**175,586**			**-**	**175,586**
Collections Services, Operating Expenses	**Total**		**-**	**-**	**585,990**	**372,857**	**213,133**			**-**	**213,133**
Private Collection Agency Fees	**Total**		**-**	**-**	**900,000**	**639,048**	**260,952**			**-**	**260,952**
Collections Services, Indirect Cost Assessment	**Total**		**-**	**-**	**312,526**	**312,526**	**-**			**-**	**-**
Procurement and Contracts, Personal Services	other expenditures		232,812						-		
	SERF transfer		59				-			-	
	Total	**232,871**	**232,871**	**-**	**1,540,713**	**1,410,852**	**129,861**			**-**	**129,861**
Procurement and Contracts, Operating Expenses	**Total**			**-**	**38,284**	**36,334**	**1,950**			**-**	**1,950**
CORE Operations, Personal Services	**Total**			**-**	**406,672**	**406,672**	**-**	**1,601,387**	**1,477,578**	**123,809**	**123,809**
CORE Operations, Operating Expenses	**Total**			**-**	**1,369,408**	**1,369,408**	**-**			**-**	**-**
Payments for CORE and Support Modules	**Total**			**-**	**428,467**	**428,467**	**-**	**4,844,555**	**4,844,555**	**-**	**-**
CORE Lease Purchase Payments	**Total**			**-**			**-**	**3,950,659**	**3,950,659**	**-**	**-**
Administrative Courts, Personal Services	**Total**	**-**	**-**	**-**	**105,916**	**105,916**	**-**	**3,982,856**	**3,966,869**	**15,987**	**15,987**
Administrative Courts, Operating Expenses	**Total**	**-**	**-**	**-**	**-**	**-**	**-**	**143,260**	**149,096**	**(5,836)**	**(5,836)**
Administrative Courts, Indirect Cost Assessment	**Total**			**-**	**-**	**-**	**-**	**138,384**	**138,384**	**-**	**-**

Joint Budget Committee
Colorado PERA Question Responses

Hearing December 14, 2016

1. **Please provide a good definition of "unfunded liability."**

   Response:

   Unfunded liability is the amount by which the projected liabilities exceed the current assets. The projected liabilities consist of all earned pension payments due for decades into the future.

2. **What are PERA's thoughts on addressing the unfunded liability?**

   Response:

   The PERA Board of Trustees' number one priority is to ensure PERA's financial stability and long-term viability. The elimination of the unfunded liability over time is part of the ultimate goal of the Board's funding policy objective. The Board consistently monitors the funded status of the plan and performs a sophisticated actuarial valuation and projection of the future funded status of the pension plans. In November of this year, the Board performed a rigorous analysis of the actuarial experience of the plans over the last four years to set economic and demographic assumptions for the future In addition, on periodic basis the Board brings in a second outside actuarial firm to perform an audit of the Board's retained actuary to help ensure the validity of the estimates and calculations performed.

   In addition to the actuarial work, at its November 2016 Board meeting, the Board charged staff with convening broad based conversations throughout the State of Colorado regarding PERA's financial condition and serving as the trusted resource for stakeholders and policy makers statewide. The Board of Trustees is committed to ensuring all stakeholders are heard and that any changes to Colorado PERA by the General Assembly be made based on a thoughtful process with accurate information. Further, the Board directed staff to work with the Judicial Division to develop a solution to address the fact the Judicial Division is in the orange light category. The Board's actuaries are currently in the process of calculating the impacts to the funded status of the plans based upon the Board's November actions regarding the new actuarial assumptions. After the January 2017 Board meeting, when the Board sees the actuary's calculations, we will make the amortization impact information broadly available.

3. **What legislative action was taken prior to 2010? Please provide a summary history.**

   Response:

   Please see response to Question 4 below as they are very related.

4. **Was PERA ever considered to be fully funded? At what points in the last 20 years was PERA considered to be fully funded? Were legislative actions taken as a result of the full funded status? Please describe such actions and PERA's position on those actions.**

Response:

The only time Colorado PERA's pension funds have been considered "fully funded" has been at the turn of the century after the exceptional investment market performance of the 1990's. At that time, the General Assembly passed multiple pieces of legislation that enhanced benefits and cut contributions for employers. Immediately after the passage of these bills, the .Com investment market crisis ensued and all legislation passed since that time has reduced current, or future benefits and increased both employee and employer contributions. Please refer to timeline in the attached presentation and to the historical record of enacted legislation prior to 2010 below:

2009

SB 09-282: DPS Merger Into PERA

- Merged the Denver Public Schools Retirement System into PERA effective 1/1/10.
- Added the DPS Division as a separate division within PERA, and appointed a non-voting ex-officio Board member from the DPS Division to serve on the PERA Board of Trustees.
- Set the DPS Division's payroll contribution rates to equal:
- Employer: 13.75% from 1/1/10-12/31/12, and 14.15% from 1/1/13 and thereafter, but reduced by district's payments to pay off pension certificates of participation (PCOPs) issued in 1997 and 2008.
- Member: 8%.
- Required DPS Division employers to pay the AED and SAED.
- Beginning 1/1/15 and every fifth year thereafter, a true-up will be calculated to determine whether DPS employer contribution rate must be adjusted to assure the equalization of the DPS Division's ratio of unfunded actuarial accrued liability (UAAL) over payroll to the PERA School Division's ratio of UAAL over the payroll at the end of the 30 year period.
- Created a separate DPS health care trust fund and allowed DPS retirees to participate in PERACare.
- Other provisions covered portability issues regarding members moving between the DPS Division and other PERA Divisions.

SB 09-66: Consolidate State Plans Under PERA

- Merged the State DC Plan with the PERA DC Plan and transferred the administration of the State of Colorado 457 Plan to PERA effective 7/1/09, as was recommended by the Legislative Audit Committee.

- Eligible new state employees hired on or after 7/1/09 are allowed to choose the PERA DB Plan or the PERA DC Plan.

SB 09-157: Retirement Plan Eligibility for CU Employees

- Allowed certain new University of Colorado employees who have a PERA member contribution account to make an irrevocable choice between continuing their PERA membership or joining the University's DC Plan. New employees who do not actively make a choice default to the PERA DB Plan.

SB 09-056: Trinidad State Nursing Home

- Added to the exclusion from membership employees of previously affiliated long-term care facilities or health care facilities if such employees are hired subsequent to the sale, lease, or transfer of the facility.

- In addition to the existing public hospital employees who may continue membership upon transfer of title, employees of the Trinidad State Nursing Home may continue membership with PERA upon the Nursing Home transferring ownership to a non-governmental entity, provided the PERA Trustees determine such continued membership would not adversely affect PERA's qualified governmental plan status.

2008

HB 08-1403: DPS Merger Authorization

- Modified law that authorized DPS, the DPSRS and PERA enter into an agreement to merge into PERA.

2007

HB 07-1377: Higher Ed Retirement

- Repealed SB 06-235's provision that would have expanded DB and DC retirement plan choice to all new employees hired by higher education institutions.

- Allowed eligible new employees at community colleges the choice of participating in the PERA DB Plan or the PERA DC Plan, effective 1/1/08.

HB 07-1184: Sudan Divestment

- Required divestment of certain investments related to Sudan by PERA and other public funds.

2006

SB 06-235: Public Employees' Retirement Benefit Plans

- Required all PERA employers pay a Supplemental Amortization Equalization Disbursement (SAED) that equals 0.5% of covered salary beginning 1/1/08. The SAED would increase by an additional 0.5% of covered salary a year until it reached a total of 3.0% in 2013. The SAED is noted in the statute as being funded from foregone compensation increases from employees.

- For new members hired effective 1/1/07:
    - Unreduced retirement changed to the Rule of 85 (age plus service totals 85) and at least age 55, instead of the Rule of 80 if at least age 55.
    - New COLA will equal the lower of 3% or the actual CPI, if retired for one year and attain age 60 or meet the Rule of 85. COLA will not be automatic and will be limited to PERA's available funds.
- Eliminated the State Auditor's seat on the PERA Board of Trustees effective 1/1/07.
- Substituted three member-elected trustees with three Governor appointed, Senate confirmed trustees to the PERA Board of Trustees effective 7/1/07.
- Expanded DB and DC retirement plan choice to all new employees of higher education institutions hired effective 1/1/08. These employees would have the choice of the PERA DB Plan, PERA DC Plan, and the State DC Plan, in addition to the higher education institution's Optional Retirement DC Plan (if offered).
- Reduced PERA's statutorily prescribed maximum amortization period from 40 years to 30 years.
- Required the General Assembly to contract for an independent actuarial study before future PERA benefit increases may occur.
- Mandated that purchases of service credit be at full actuarial cost.

2005

SB 05-73: Employment After PERA Retirement

- Closed loopholes used to circumvent the 110-day calendar post-retirement employment limit by PERA retirees for a PERA employer.
- Required PERA employers send tax-related forms and data to PERA.
- Applied the AED on salaries earned by PERA retirees who work for PERA employers.

SB 05-171: DPS Merger Authorization

- Authorized the merger of DPSRS into PERA on an actuarially neutral basis and specified conditions.

HB 05-1231: State Employee DC Plans

- Technical changes made to SB 04-257.

SB 05-93: Attachment of Pension Benefits

- Expanded the ability to attach a public pension participant's benefits to include restitution for theft or embezzlement of public property, and in the event of a judgment for a willful and intentional violation of fiduciary duties where the offender or a related party received direct financial gain.

2004

SB 04-132: Modify Benefit Plans for PERA Members

- Terminated MatchMaker employer contributions on payroll periods ending 6/1/04 or later, due to PERA's underfunded status.
- Reduced interest rate credited on PERA member contributions to 5.0% maximum per year, on 7/1/04.
- Reallocated 0.08% PERA employer payroll contribution rate from PERA HCTF to pension trust funds.
- New members hired effective 7/1/05, eligible for early retirement (not unreduced retirement) at age 50 with 30 years of service, and the COLA would equal the lesser of 3% annually, or the actual CPI change.

SB 04-257: Modify Public Employee Retirement Plans

- Gave eligible new state government employees hired on or after 1/1/06, the choice of retirement coverage under the State's DC Plan, a new PERA DC Plan, or the PERA DB Plan.
- New classified state employees hired in public higher education institutions would continue to be covered by the PERA DB Plan on a mandatory basis.
- Eligible new state employees who have prior PERA or State DC Plan accounts:
    - Must have a 12 month break from PERA-covered employment before they can elect the PERA DB Plan, the PERA DC Plan, or the State DC Plan.
    - With less than 12 month break from PERA-covered employment, employees continue to be covered by the Plan in which they last participated (PERA DB Plan, PERA DC Plan, or the State DC Plan).
- Eligible new state employees have 60 days from their first day of employment to elect the PERA DB Plan, the PERA DC Plan, or the State DC Plan, and are covered by the PERA DB Plan until an election is made.
- Eligible new state employees who do not make an election are covered by (default to) the PERA DB Plan.
- PERA state employer payroll contribution rate (10.15%) is allocated to the Plan elected by the new hire (PERA DB Plan, PERA DC Plan, or the State DC Plan).
- In addition to existing PERA employer payroll contribution rates effective through 12/31/05, (10.15% for state and school employers, 10.0% for municipal employers, 12.85% for state trooper employers, and 13.66% for judicial employers), all PERA employers must pay an Amortization Equalization Disbursement (AED) that equals 0.5% of payroll effective 1/1/06.
    - AED increases by 0.5% of payroll in 2007 calendar year.

    - AED increases by 0.4% of payroll each calendar year thereafter.
    - AED 3% maximum payroll rate is reached in 2012 for all PERA employers.
- Required PERA employer contributions on salaries paid to PERA retirees effective 7/1/05.
- Changed the due date for PERA contributions to five business days after the payroll date (from the 10th of the month after the month that the employee is paid).
- On 1/1/06, separated the State and School Division into two divisions.
- On 1/1/06, the Municipal Division was renamed the Local Government Division.
- In 2013, the school employer statutory contribution rate increases permanently by 0.4% of payroll since the actuarial normal cost of PERA benefits is 0.4% of payroll higher in the School category than in the State category. In 2013, the School employer payroll rate will be 10.55% (10.15% plus 0.40%) excluding AED.
- If the amortization period falls to 40 years or less in any PERA Division, the AED will be decreased permanently in that Division to maintain the amortization period.

SB 04-90: Confidential Investment Information

- Clarified confidentiality of information on PERA's private equity, private debt, and timber investments.

SB 04-94: Health Savings Accounts

- Clarified that any amounts deducted from PERA members' pay for contributions to a Health Savings Account (HSA) or any retirement health savings account, would be subject to PERA contributions.

2003

SB 03-98: PERA Benefit Provisions

- Set a maximum of 10 years for the total amount of PERA non-covered service credit that could be purchased.
- Employees of new PERA-affiliated employers would be allowed to buy service for the total years worked under that employer.
- Required a portion of member's cost (1.1% of HAS) to purchase PERA non-covered service credit to be transferred to the PERA HCTF (when the member retired) for each month purchased including interest to the date of the transfer.

SB 03-250: DPS Merger Authorization

- Allowed merger of the Denver Public Schools Retirement System (DPSRS) into PERA on 1/1/05 if all conditions were met.

HB 03-1327: School District Critical Shortage

- Extended program through 6/30/05 that allowed school districts to declare a critical shortage of non-licensed employees and hire PERA retirees to work full-time in non-licensed positions with no reduction in their PERA retirement benefits.

SB 03-277: Furloughs

- Allowed a PERA member and their employer furloughed from 7/1/02-6/30/04 to purchase service for service lost under furlough.

SB 03-233: Employees of a DA

- Boards of county commissioners were allowed to permit deputy DAs and other DA employees to join the PERA DB Plan or the State DC Plan under certain conditions.

2002

SB 02-145: School District Critical Shortage

- Allowed schools to declare a critical shortage for the next three years, and hire retired teachers and retired principals for unlimited periods with no reduction in the retiree's PERA benefit. The school employer would be required to pay PERA employer contributions on salary earned by all retirees in their respective positions.

SB 02-106: Conformance with Federal Law

- Conformed PERA statutes to changes in federal "Economic Growth and Tax Relief Reconciliation Act of 2001" (EGTRRA) law. Allowed direct rollovers from IRS 457 and 403(b) plans to purchase PERA non-covered service credit.

2001

SB 01-149: Study of DB and DC Plans

- Allowed district attorneys (DAs) to join PERA or the State DC Plan (generally for Elected Officials).
- Required the State Auditor's Office to submit a "Comprehensive Study of DC and DC Retirement Plan Designs for PERA members" to the Legislative Audit Committee by 12/1/01. This report found:
    - PERA compared very favorably to other public and private sector retirement plans, due to PERA's level of benefits, low costs, blend of DB and DC plan features, and high portability.
    - There was no compelling reason for significant changes to be made to the PERA DB plan.

HB 01-1057: Retiree Participation in 401(k)

- Permitted PERA retirees working for a PERA-affiliated employer to contribute voluntarily to the PERA 401(k) Plan from salary earned (no MatchMaker employer dollars would be applied).

2000

HB 00-1458: Modifications for PERA Benefits

- Allowed unreduced retirement under the Rule of 80 (age plus service totals 80) and at least age 55, effective 6/1/00.
- Allowed state classified employees hired before 7/1/88 with over 360 hours of sick leave to convert 15% of their excess leave hours to salary for PERA contributions and benefit purposes. Other PERA employers were allowed the same conversion approach for employees with over 45 days of excess sick leave. Sick leave conversion provision ended on 7/1/05.
- Moved date of 1% reduction in employer payroll contribution rate forward from 1/1/01 to 7/1/00 since PERA was now fully funded, to 10.4% for the State and School Division, and to 14.0% of payroll for the Judicial Division.
  - Established an additional minimum 0.25% employer payroll contribution rate cut.
  - 20% of any PERA overfunding amortized over 10 years would be allocated for further employer payroll contribution rate cuts. 30% of PERA overfunding amortized over 10 years would be allocated to the HCTF for retiree health care premium subsidy increases.
- Established 3.5% compounded annual automatic COLA effective March 2001.
  - Prior to this date, the annual COLA equaled the lower of the actual inflation rate or annual 3.5% cumulative increases since retirement.

HB 00-1222: School District Critical Shortage

- Allowed school districts to declare a critical shortage of non-licensed employees, and hire PERA retirees who would be exempted from PERA's 110-day calendar year post-retirement employment limit.

1999

SB 99-90: PERA Benefits

- Increased contribution refund match from:
  - 25% to 50% for members under age 65 or not eligible to retire; and
  - 50% to 100% for members age 65 or eligible to retire.
- Employer matching contributions ("MatchMaker") provided on members' voluntary contributions to 401(k), 403(b), 457, and 401(a) DC Plans when PERA is 100% (fully) funded, or 1/1/01 if later. Maximum matching contribution amount set by the PERA Board annually would be designed to amortize PERA's funding surplus over a 10 year period.

- Permanent 1% employer payroll contribution rate cut for state, school, and judicial employers authorized when PERA is fully funded in the State and School Division, and in the Judicial Division.

- Municipal employer payroll contribution rate cut authorized when Municipal Division is fully funded.

- Employer contribution allocated to retiree health care fund was increased from 0.8% to 1.1% of payroll, and employer contribution allocated to pension trust funds was reduced by 0.3% of payroll on 7/1/99.

- Increased maximum PERA monthly retiree health care premium subsidy effective 7/1/00 for retirees under age 65 (and not eligible for Medicare) to $230 with 20 or more years of service credit.

- Allowed PERA to offer "PERACare" Health Care Program to affiliated employers on a voluntary basis to their active members.

- Reduced State Trooper member contribution rate from 11.5% to 10.0% of salary, effective 7/1/99.

HB 99-1080: Purchase of Service Credit

- Conformed PERA law to federal law on purchases of "non-qualified" service credit (generally refers to service for prior private sector employment), applicable to new PERA members hired 1/1/99 and later.

Senate Joint Resolution 99-10: Opposing Mandatory Social Security

- Expressed Legislature's opposition to any federal legislation that would mandate covering state and local government employees' under the Social Security system.

1998

HB 98-1242: Reduction in PERA Contribution

- State and School Division employer payroll contribution rate was reduced from 11.5% to 11.4%.

HB 98-1191: Public Employee DC Plans

- Allowed elected state officials, non-classified state employees in the Governor's Office, and House and Senate employees to elect new State of Colorado Public Officials' and Employees' Defined Contribution Plan effective 1/1/99, (State DC Plan), instead of PERA's Defined Benefit (DB) Plan.

- Allowed unreduced retirement at age 50 with 30 years of service.

- Decreased early retirement benefit reduction from 4% to 3% per year for members retiring with 20-29 years of service between age 55 and age 59.

HB 98-1143: Health Coverage for Children

- Allowed PERA benefit recipients to cover their children under PERACare until age 19, or until age 24 if child is a full time student and financially dependent on parent.

SB 98-114: Division of PERA in Domestic Relations Cases

- Additional methods adopted to divide benefits paid from public DB Plans in case of divorce.

1997

HB 97-1082: PERA Benefit Provisions

- Increased retirement formula from 1.5% to 2.5% per year of HAS on 20-40 years' service, with 100% HAS maximum benefit. Benefits were recalculated for current benefit recipients on a prospective basis.

- Two-tier disability program (short term disability and disability retirement) effective 1/1/99, to include short-term income, retraining, and rehabilitation benefits to partially or temporarily disabled members.

- One year HAS adopted for Judicial Division's future retiring judges.

- Combined the State Division's and the School Division's trust funds, and reduced the State and School Division employer contribution rate by 0.1% to 11.5% of payroll.

HB 97-1114: PERA Miscellaneous Provisions

- Reduced PERA's maximum amortization period to 40 years from 60 years.

- Established optional Long Term Care Insurance Program for members and retirees.

- Changes made to conform to federal law's changes, and minor changes made to survivor benefits.

- Clarified that PERA benefits were subject to federal tax liens.

1996

SB 96-204: Domestic Relations Orders

- Required public employee retirement plans to divide a retirement benefit and pay a portion to an alternate payee (ex-spouse) if a written agreement was properly completed and approved by a court.

1995

HB 95-1048: Hybrid Plan

- Interest rate credited on PERA member contribution accounts would equal 6.8% (80% of PERA's 8.5% actuarial investment assumption rate), retroactive to employee's PERA membership date.

- Refunds to PERA members who terminated covered employment before retirement would include a matching amount on member contributions and interest:
    - 25% matching amount to PERA members not eligible to retire;
    - 50% matching amount to members eligible to retire or age 65.
- Money purchase benefit, based on contributions, interest, and a matching amount, would automatically be paid to a retiring member if the benefit amount would be higher than the DB Plan benefit amount.

SB 95-33

- HAS was changed from a calendar year basis, to the three highest 12 consecutive month periods.
- Eliminated 80% HAS maximum benefit with 40 years of service credit.
- Changed method of crediting service credit so that one month of service was credited if PERA-includable salary equaled 80 times the federal hourly minimum wage.

SB 95-35

- Increased maximum payment that retired judge may receive when performing temporary judicial duties.

HB 95-1281

- Required PERA to pay interest in some cases when refunding member contributions made in error.

1993

HB 93-1324: Early Retirement and COLA Changes

- Early retirement allowed at age 50 with 25 years of service.
- Changed annual COLA to 3.5% maximum, compounded annually, based on the CPI, and folded the PERA CLSF into the PERA pension trust funds.
- Indexed benefits from employment termination until benefit begins, for vested inactive members with 25 or more years of service credit.

HB 93-1328: Student Employees Retirement

- Established a separate retirement plan for student employees working at colleges and universities who must be covered under a retirement plan by federal law; exempted these student employees from PERA.

HB 93-1235: Study of DPS Transferability

- Required PERA and the Denver Public Schools Retirement System (DPSRS) to study the feasibility of a mechanism for transferring service credit between the two retirement systems.

1992

HB 92-1335: Benefit Improvements

- Raised annual post retirement benefit (COLA) increase from 3% simple (non-compounded) increase on base benefit, to a maximum of 4%, for years after 1992.
- Increased retirement formula from 1.25% to 1.5% of HAS with 20 through 40 years of service with increase applied to current benefit recipients on a prospective basis.
- Reduced the School Division employer contribution rate by 0.6% to 11.6% of payroll.
- Temporarily reduced the State Division employer contribution rate by 1.0% of payroll in FY92.

SB 92-150: Maximum Investment in Stocks

- Increased maximum percentage of PERA assets that may be invested in stocks from 50% to 65%.

SB 92-127: DC Option for Higher Ed

- Allowed higher education governing boards to established defined contribution (DC) plans for faculty and administrators at any college or university under the board's jurisdiction.

HB 92-1092

- Inactive non-vested PERA member accounts to be transferred to the State's unclaimed property fund after five years following termination of PERA membership.

SB 92-115

- Allowed elected municipal officials to voluntary exempt themselves from PERA membership.

HB 92-1205

- Removed several inequities from PERA benefit provisions and conformed to federal law changes.

1991

HB 91-1026: Requiring PERA Membership

- Decreased employer payroll contribution rates after state law was changed to require PERA membership for all employees who were not exempt from PERA participation by federal law. PERA employer contribution rates were reduced effective 7/1/91, by 0.6% of salary in the State Division, by 0.3% of salary in the School Division, and by 0.2% of salary in the Municipal Division.

HB 91 S2-1031

- Required that interest credited on PERA member contribution accounts, effective 7/1/91, set annually by PERA Board of Trustees, equal the interest rate earned on 90-day U.S. Treasury bill at the end of the prior year. However, the interest rate could not be less than the Colorado prevailing passbook rate or more than PERA's actuarial investment assumption rate.

SB 91-37

- Clarified that PERA member contributions may be garnished for child support purposes only if membership has terminated and member was not vested for a future benefit. Allowed PERA to recover benefits paid that benefit recipient was not eligible to receive.

SB 91-225

- Created an independent University Hospital Authority, and allowed Hospital employees hired before Authority began operating to be state employees and PERA members during their Hospital employment.

HB 91-1233

- Clarified that all retirement plan funds are exempt from levy, attachment, execution or garnishment, except that benefits or payments are subject to legal process to collect child support.

House Joint Resolution 91-1017

- Designated the House and Senate Finance Committees as committees of reference for PERA.

- House Speaker and Senate President to generally refer bills affecting PERA to the Finance Committees.

JOINT BUDGET COMMITTEE

GREGORY W. SMITH, EXECUTIVE DIRECTOR

JENNIFER PAQUETTE, CHIEF INVESTMENT OFFICER

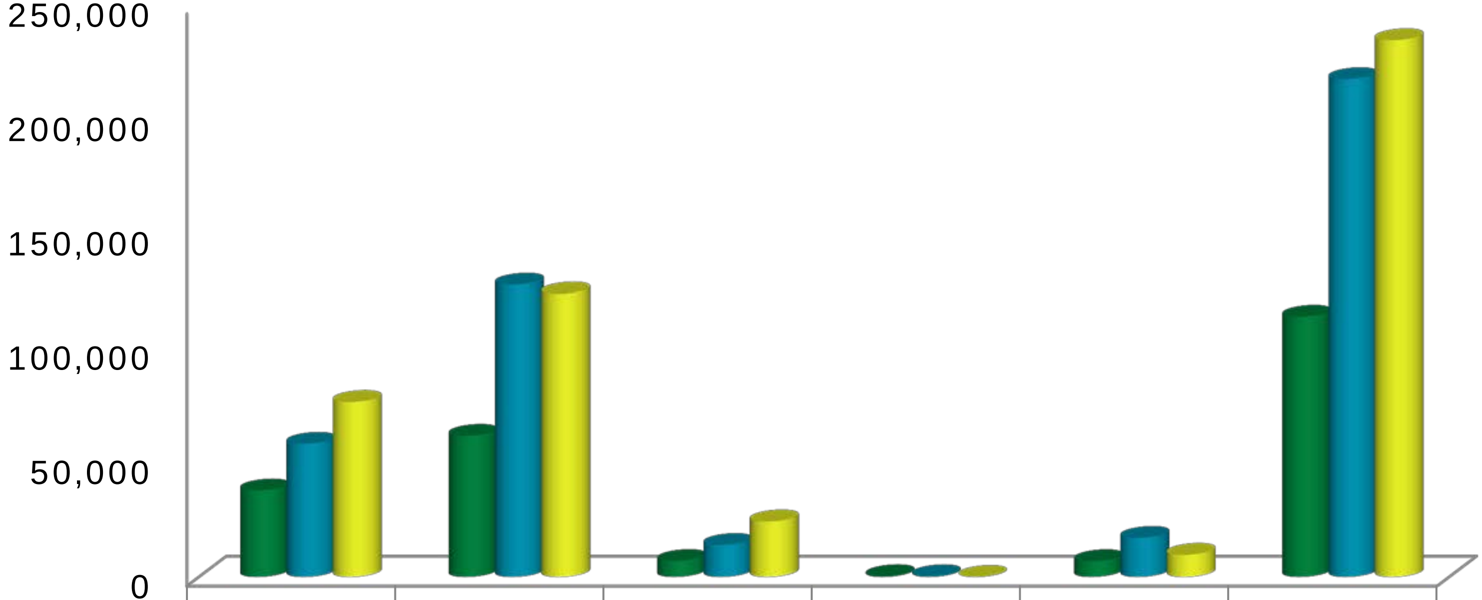
DECEMBER 14, 2016

COLORADO PERA

PERA Membership

October 31, 2016

Total: 565,932



	State	School	Local Gov't	Judicial	DPS	Total
Benefit Recipients	37,861	61,800	6,985	357	6,936	113,939
Active Members	58,307	127,739	14,007	332	17,107	217,492
Inactive Members	76,616	123,879	24,303	15	9,688	234,501

COLORADO PERA

PERA's Governance Structure

General Assembly

Sets benefit and contribution structure

Board of Trustees

Oversees investments, benefits administration, and monitors actuarial assumptions and performance

PERA Staff

Implements strategy and policy as well as serves as resource for Legislature and Board

COLORADO PERA

Board of Trustees

16 members as established by state law

School	4
State	3
Retirees	2
Local Government	1
Judicial	1
DPS Division	1*
State Treasurer	1**
Governor-appointed	3

* Non-voting ex officio

** Ex officio

Fiduciary Standard of Conduct

“Trustees shall carry out their functions solely in the interest of members and benefit recipients and for the exclusive purpose of providing benefits and defraying reasonable expenses incurred....”
(24-51-207(2), C.R.S.)

PERA Annual Update: Audit

» CliftonLarsenAllen performed the State Auditor's Office 2015 annual audit of PERA

- No findings or recommendations for best practices or improvements
- No material weaknesses in internal controls or accounting policies and practices

» Audited financial statements showed a 1.5 percent investment return for 2015

- Return 1 percent above the Board's policy benchmark

COLORADO PERA

PERA Annual Update: Legislation

» 2016 Legislative Session
  - HB 16-1284: PERA Divest From Companies with Prohibitions Against Israel—Rep. Nordberg (R) and Rep. Moreno (D) with Sen. Hill (R) and Sen. Garcia (D)
  - Passed and signed into law
  - PERA implementing according to law and on schedule

COLORADO PERA

PERA Financial Recap

$44,573,464 net assets as of December 31, 2014

December 2015

(in thousands of dollars; does not include defined contribution plans)

Contributions	
$2,278,957	
Employer – Pension – Regular	$707,927
Employer – Pension – AED	$317,218
Employer – Pension – SAED	$298,442
Employer – Health Care	$84,771
Member	$665,352
Purchased Service	$61,145
Retiree Health Care Premiums	$133,866
Other Additions	$10,236

Investments	
$436,119	
Net Change in Fair Value	($428,171)
Interest	$301,818
Dividends	$505,102
Real Estate/Opportunity Fund/ Alternative Investments	$179,429
Securities Lending	$10,703
Investment Expense	($132,762)

Benefits Paid	
($4,563,855)	
Pension Benefits	($4,073,789)
Health Care Benefits	($256,407)
Disability/Life Insurance	($6,547)
Refunds	($162,144)
Other	($8,352)
Administrative Expense	($56,616)

$42,724,685 net assets as of December 31, 2015

(unaudited, for internal use only)

COLORADO PERA

25-Year History of Assets and Distributions

In billions

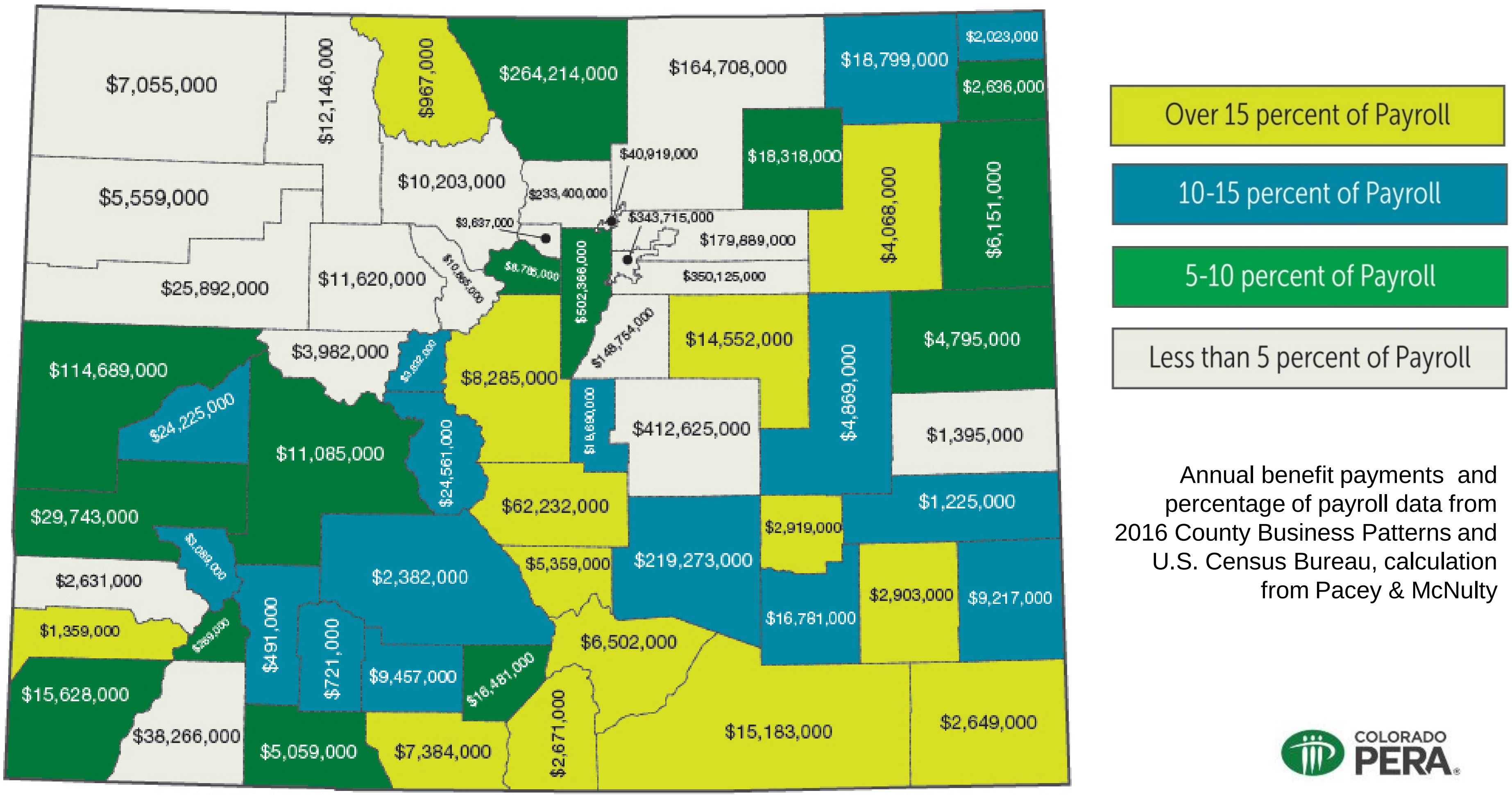
Beginning Balance January 1, 1991	**$9.6**
Employer Contributions	15.7
Member and Other Contributions	13.9
Investment Income	50.9
Denver Public Schools' Plan Transfer	2.8
Benefit and Refund Payments	(49.7)
Administrative Expenses	(0.5)
Ending Balance December 31, 2015	**$42.7**

COLORADO PERA

PERA Represents Significant Portion of Payroll Across Colorado

- $6.1 billion economic output
- 32,800 jobs statewide

Total Colorado Distributions = $3.8 Billion



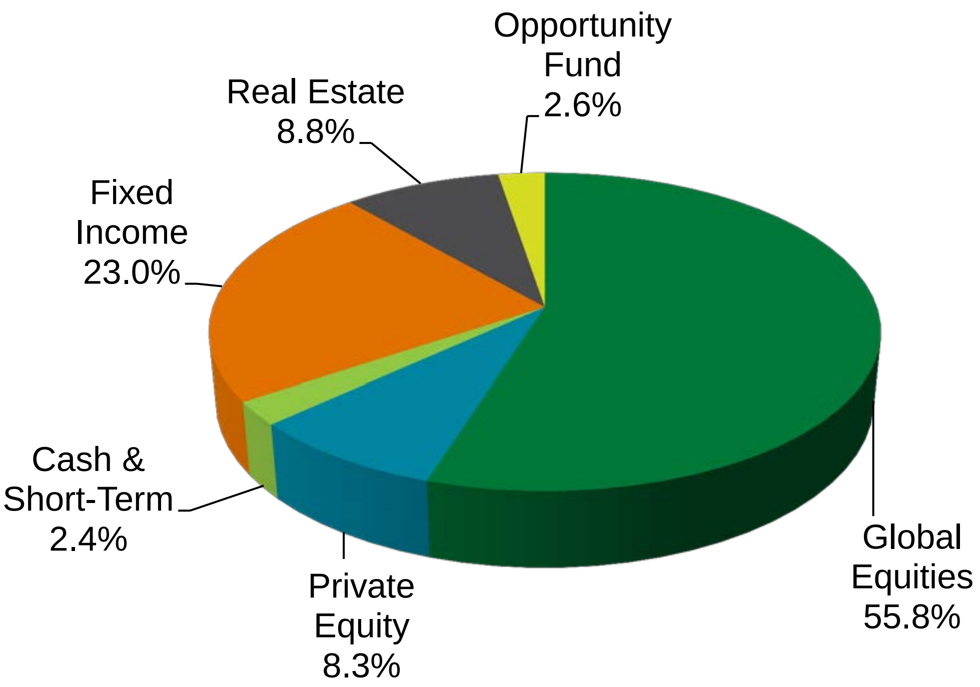
Annual benefit payments and percentage of payroll data from 2016 County Business Patterns and U.S. Census Bureau, calculation from Pacey & McNulty

COLORADO PERA

Investment Asset Allocation

$43.0 Billion Market Value

As of October 31, 2016

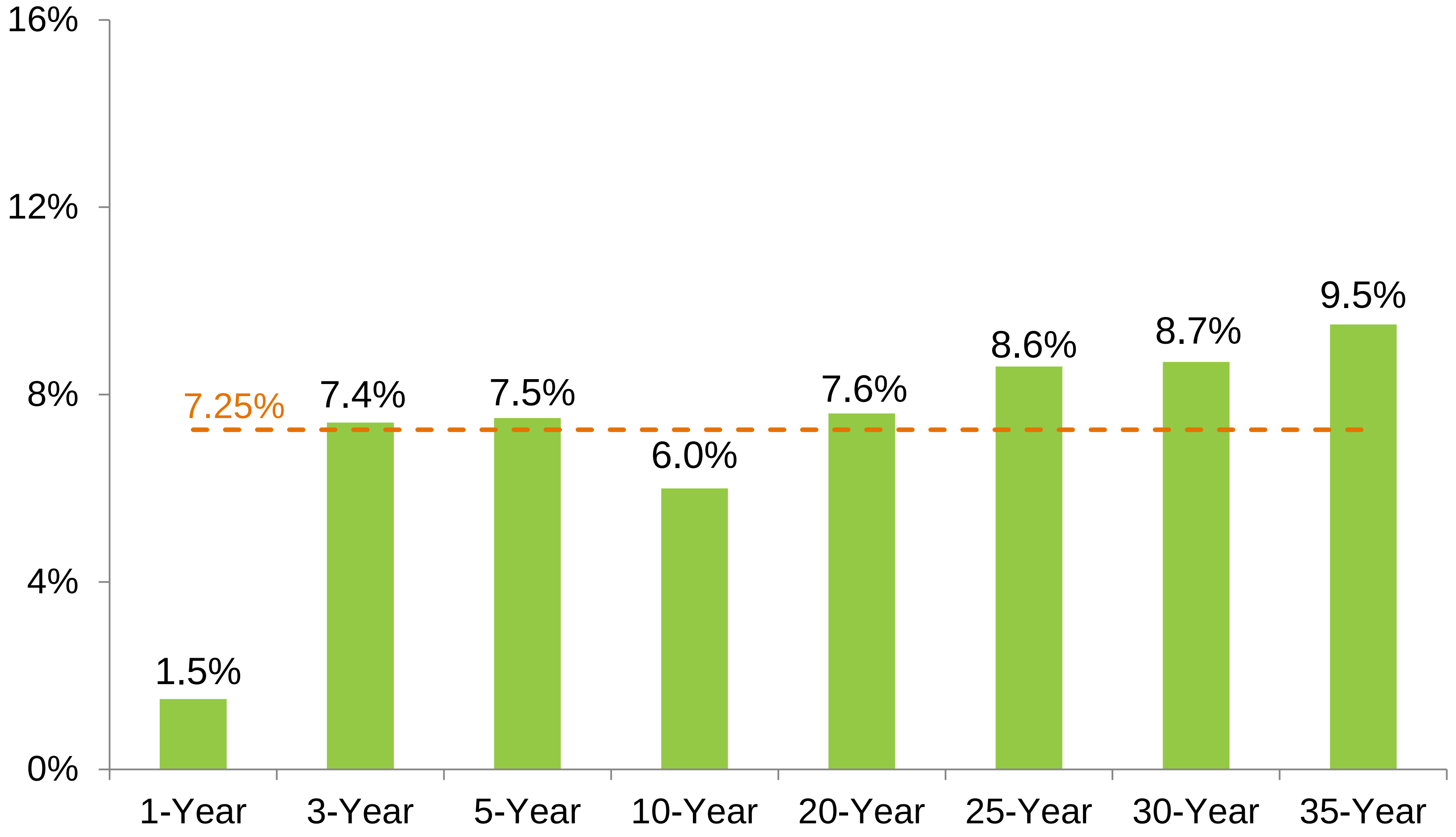


- » Asset allocation policy unanimously approved by Board on June 21, 2016
- » Over $447 million invested in Colorado companies
- » More than 55 percent of assets managed directly by PERA staff
- » An additional $50 million is allocated to the Colorado Mile High Fund for private equity investments in the state

COLORADO PERA

Investing for Long Term

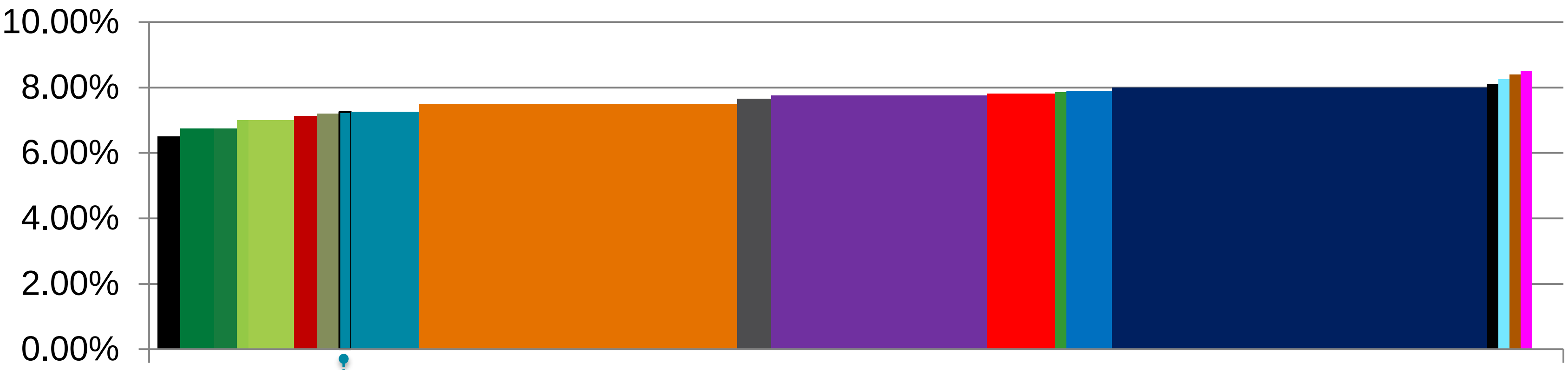
Annualized investment returns for period ending December 31, 2015*



* 1-, 3-, 5-, and 10-year returns are net of fees
20-, 25-, 30-, and 35-year returns are gross of fees

COLORADO PERA

Comparative Rates of Return – Public



6.50% DC Police & Fire
DC Teachers

6.75% Indiana PERF
Indiana Teachers
Kentucky County
Kentucky ERS
Texas Municipal

7.00% Idaho PERS
New York City ERS
NY State & Local ERS
NY State & Local Police & Fire
Virginia Retirement System

7.13% Maine Local
Maine State and Teacher

7.20% Delaware State Employees
Wisconsin Retirement System

7.25% **Colorado PERA**
Illinois SERS
Illinois Universities
Missouri Local
North Carolina Local Government
North Carolina Teachers and State Employees
South Dakota PERS

7.50% Phoenix ERS
California PERF
California Teachers
LA County ERS
San Francisco City & County
Colorado Fire & Police
Denver Public Schools
Georgia ERS
Georgia Teachers
Iowa PERS
Illinois Municipal
Illinois Teachers
Kentucky Teachers
New York State Teachers
Oklahoma PERS
Oregon PERS
Pennsylvania School Employees
Pennsylvania State ERS
Rhode Island ERS
Rhode Island Municipal
South Carolina Police
South Carolina RS
TN Political Subdivisions
TN State and Teachers
Utah Noncontributory
Washington LEOFF Plan 2
West Virginia PERS
West Virginia Teachers

7.65% Florida RS
Maryland PERS
Maryland Teachers

7.75% Arkansas PERS
San Diego County
Hawaii ERS
Chicago Teachers
Louisiana SERS
Louisiana Teachers
Massachusetts SERS
Massachusetts Teachers
Missouri DOT and Highway Patrol
Mississippi PERS
Montana PERS
Montana Teachers
New Hampshire Retirement System
New Mexico PERF
New Mexico Teachers
Ohio School Employees
Ohio Teachers
City of Austin ERS
Wyoming Public Employees

7.80% Washington LEOFF Plan 1
Washington PERS 1
Washington PERS 2/3
Washington School Employees Plan 2/3
Washington Teachers Plan 1
Washington Teachers Plan 2/3

7.85% Arizona Public Safety Personnel

7.90% New Jersey PERS
New Jersey Police & Fire
New Jersey Teachers
Vermont Teachers

8.00% Alaska PERS
Alaska Teachers
Alabama ERS
Alabama Teachers
Arkansas Teachers
Arizona SRS
Denver Employees
Connecticut SERS
Connecticut Teachers
Kansas PERS
Michigan Municipal
Michigan Public Schools
Michigan SERS
Duluth Teachers
Minnesota PERF
Minnesota State Employees
St. Paul Teachers
Missouri PEERS
Missouri State Employees
Missouri Teachers
St. Louis School Employees
North Dakota PERS
North Dakota Teachers
Nebraska Schools
Nevada Police Officer and Firefighter
Nevada Regular Employees
New York City Teachers
Ohio PERS
Oklahoma Teachers
Texas County & District
Texas ERS
Texas LECOS
Texas Teachers

8.10% Vermont State Employees

8.25% Ohio Police & Fire

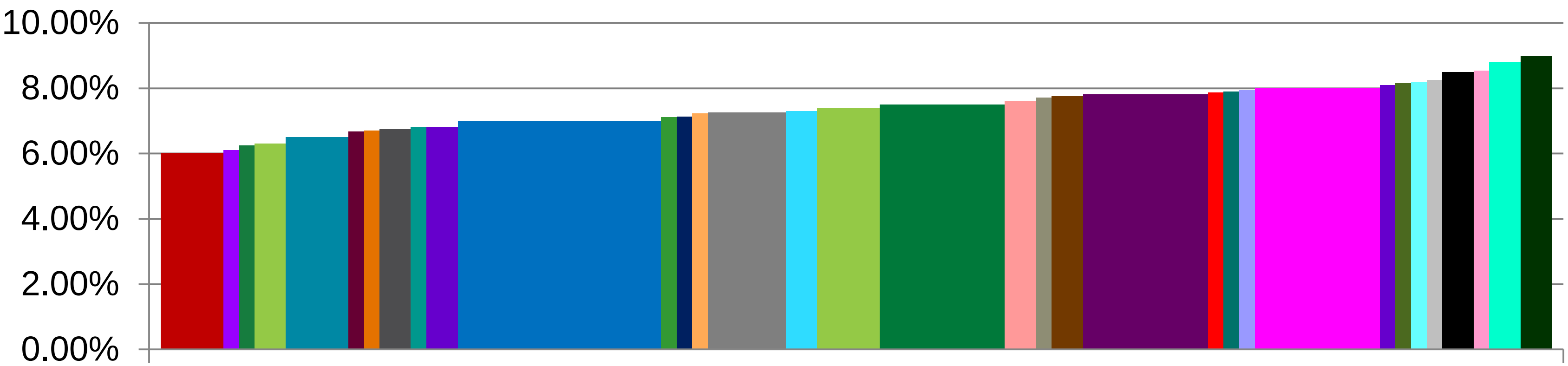
8.40% Minnesota Teachers

8.50% Houston Firefighters

National Association of State Retirement Plan Administrators–February 2016

COLORADO PERA

Comparative Rates of Return – Private



- **6.00%** Shell Oil Co., American Electric Power Co., Xerox Corp., HSBC North America
- **6.10%** PG&E Corp.
- **6.25%** MetLife Inc.
- **6.30%** General Motors Co., Prudential Financial Inc.
- **6.50%** JPMorgan Chase & Co., Duke Energy, CBS Corp., Northwestern Mutual Life Insurance Co.
- **6.67%** BAE Systems North America
- **6.70%** The Hartford Financial Services Group Inc.
- **6.75%** J.C. Penney Co. Inc., PNC Financial Services Group Inc.
- **6.79%** Chrysler Group LLC
- **6.80%** Ford Motor Co., Unisys Corp.
- **7.00%** Boeing Co., Exelon Corp., Exxon Mobil Corp., Citigroup Inc., CenturyLink Inc., Wells Fargo & Co., Aetna Inc., Motorola Solutions Inc., Liberty Mutual Group, Sears Holdings Corp., ConocoPhillips, PPL Corp. (U.S.), Southern California Edison Co.
- **7.11%** Westrock (Rock-Tenn Co.)
- **7.13%** Reynolds American Inc.
- **7.23%** Marsh & McLennan Cos. Inc.
- **7.25%** Mondelez International Inc., Bank of New York Mellon Corp., Baxter International Inc., American International Group Inc., CIGNA Corp.
- **7.30%** Verizon Communications Inc., Pactiv Corp. (Reynolds Holding Group)
- **7.40%** Eli Lilly & Co., Abbott Laboratories, Eastman Kodak Co., The Allstate Corp.
- **7.50%** International Business Machines Corp., General Electric Co., PepsiCo Inc., Chevron Corp., The Walt Disney Co., United States Steel Corp., FirstEnergy Corp., Emerson Electric Co.
- **7.60%** United Technologies Corp., Textron Inc.
- **7.70%** Hewlett-Packard Co.
- **7.75%** International Paper Co., Alcoa Inc.
- **7.80%** AT&T Inc., FedEx Corp., Honeywell International Inc., 3M Co., Caterpillar Inc., Consolidated Edison Co. of New York Inc., Dow Chemical Co., Bristol-Myers Squibb Co.
- **7.87%** MeadWestvaco Corp.
- **7.90%** Raytheon Co.
- **7.93%** Harris Corporation (Exelis)
- **8.00%** Lockheed Martin Corp., Northrop Grumman Corp., Pfizer Inc., Deere & Co., American Airlines Inc., BP America Inc., Altria Group Inc., Public Service Enterprise Group Inc.
- **8.10%** E. I. du Pont de Nemours & Co.
- **8.15%** General Dynamics Corp.
- **8.20%** Southern Co.
- **8.25%** Entergy Corp.
- **8.50%** Johnson & Johnson, Merck & Co. Inc.
- **8.53%** General Mills Inc.
- **8.80%** United Parcel Service Inc., Dominion Resources Inc.
- **9.00%** Delta Air Lines Inc., Weyerhaeuser Co.

Pensions & Investments Database–December 2015

Glossary of Terms

» **Unfunded Actuarial Accrued Liability**
  - The amount by which the projected liabilities exceed the current assets

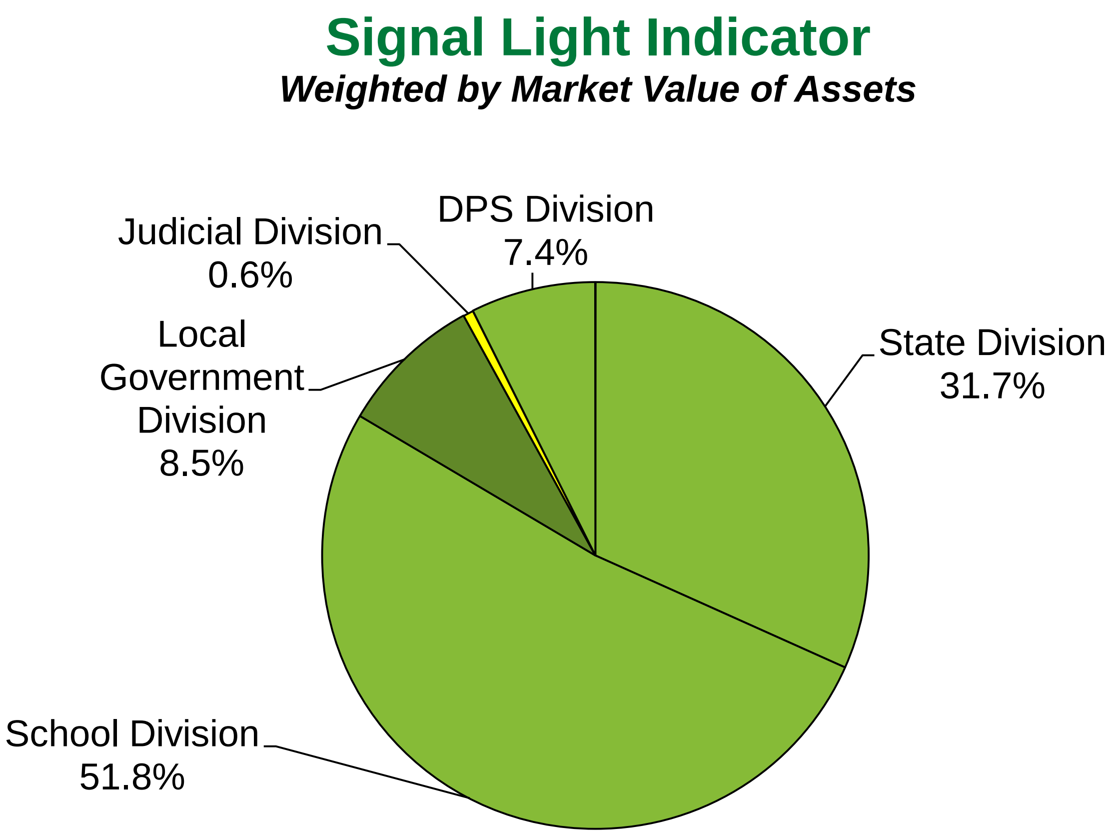
» **Amortization Period**
  - The projected period of time, in years, required to pay off the unfunded liability and achieve 100 percent funded status

» **Full Funding**
  - The status when the assets of the fund are equal to or greater than the projected liability

» **Assumed Rate of Return**
  - The anticipated annual rate of investment return over time

COLORADO PERA

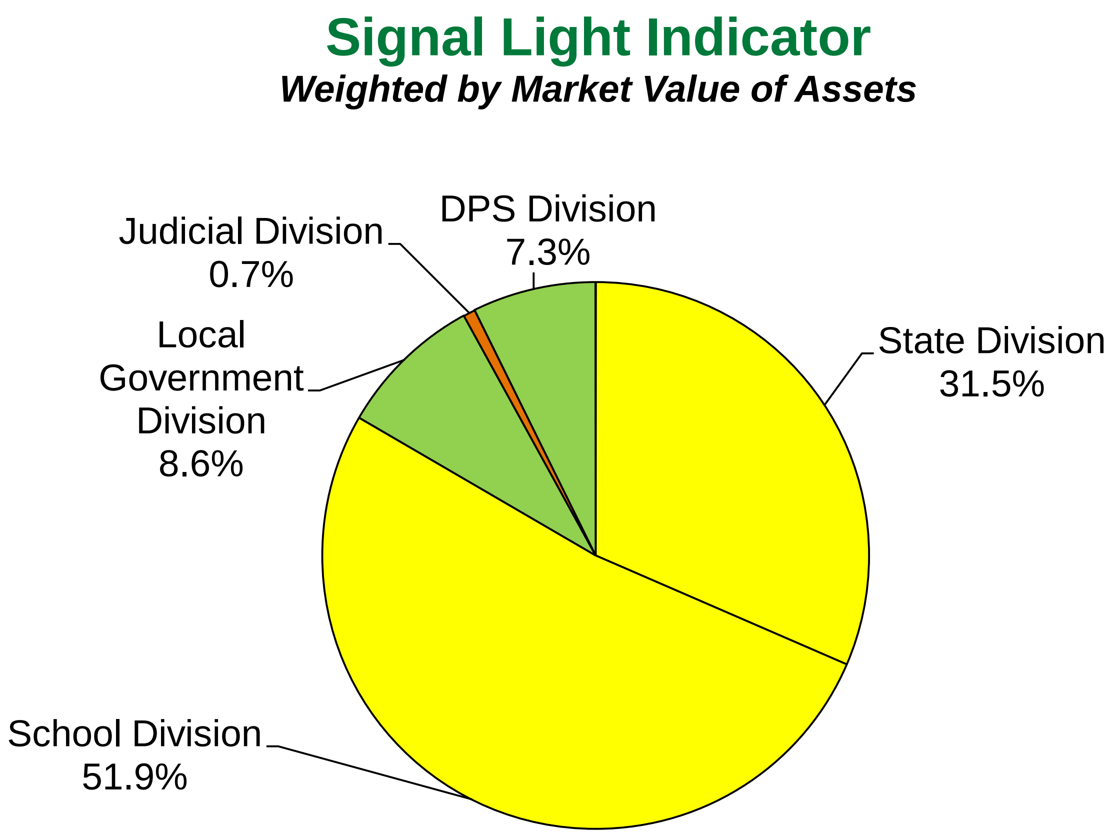
Review of SB 14-214 Studies – Sensitivity Study



» As of December 31, 2014, for each PERA division, reflecting the SB 1 reforms and applying PERA's set of actuarial assumptions as of the end of 2014

COLORADO PERA

2015 Signal Light Indicator



» As of December 31, 2015, for each PERA division, reflecting the SB 1 reforms and applying PERA's set of actuarial assumptions at end of 2015, results may change based upon recent assumption adjustments

COLORADO PERA

2015 Projection Results

» Factors contributing to increase in projected full funding date

Increase/(Decrease) in Projected Full Funding Date (Years)					
	State	School	Local Government	Judicial	DPS
Investment	4.8	5.7	9.4	25.1	5.5
Population/ Salary Growth	0.3	0.4	1.3	(0.8)	(1.2)
Demographic	0.8	1.3	1.6	1.9	(0.2)
Other*	(0.2)	0.0	0.0	0.0	0.0
Total	**5.7**	**7.4**	**12.3**	**26.2**	**4.1**

* DC payroll projections

COLORADO PERA

PERA Annual Update: Recent Board Action

» At its November 20, 2016, the Board adopted new economic and demographic actuarial assumptions based on the actuarial experience study (conducted periodically) for the years 2012-2015

- New mortality tables reflecting the anticipated extension of life expectancies of the PERA membership going forward
- Long-term rate of return assumption lowered from 7.5 percent to 7.25 percent.
- The actuaries are working to calculate the new amortization periods for each of the Divisions

COLORADO PERA

PERA Next Steps

- 2017 education and outreach effort
    - Engage a range of stakeholders in conversation about PERA's financial condition – members, taxpayers, policymakers, business leaders, and other stakeholders
    - Connect with stakeholders throughout the state both in-person and virtually
    - Provide fact-based information
- Additional actuarial information
    - After the January 2017 Board meeting, PERA will make available amortization impact information to the members of the General Assembly and other stakeholders
- Judicial Division

COLORADO PERA

Contact Us

- Web address
  - www.copera.org
- Social media
  - PERA on the Issues, www.peraontheissues.com
  - The Dime, www.thedimecolorado.com
  - Twitter, @ColoradoPERA and @thedimeCO
  - Facebook, www.facebook.com/thedimecolorado
- Office locations
  - 1301 Pennsylvania Street, Denver
  - 1120 West 122nd Avenue, Westminster
  - 10457 Park Meadows Dr., Suite 102, Lone Tree
- Phone number
  - 1-800-759-PERA (7372)

COLORADO PERA

Appendix

Timeline

Amortization Period *	
State Division	Infinite
School Division	Infinite
Local Gov't Division	Infinite
Judicial Division	Infinite

Assumed Rate of Return

8.50%

December 31,
2003

Board Actions

- Increased cost of purchasing service credit
- Conducted Asset Liability Study
- Reviewed actuarial assumptions
- Decreased assumed rate of return to 8.5% from 8.75%

Board Legislative Recommendations

- Place 10-year limit on service credit purchase
- Increase contributions, add contribution rate corridors, suspend MatchMaker

Legislative Actions

- Passed SB 03-90 to limit service credit purchase
- Passed SB 03-101 to increase contributions, suspend MatchMaker (vetoed by the Governor)

* Valuation Results

Timeline

Amortization Period

State Division	Infinite
School Division	Infinite
Local Gov't Division	Infinite
Judicial Division	Infinite

Assumed Rate of Return

8.50%

Infinite*
8.50%

2003

* School Division

December 31, 2004

Board Actions

- Increased service credit purchase to full actuarial cost

Board Legislative Recommendations

- Suspend MatchMaker immediately for all employees
- Increase employer contribution rate
- Begin AED contribution in 2006, full phase-in to 3% by 2012
- Create new hire Tier with indexed AI and modified rule of 85

Legislative Actions

- Passed SB 04-132 to suspend MatchMaker and modify early retirement provisions
- Passed SB 04-257 to begin AED contributions. Beyond Board recommendation, also included DC plan election in State Division

Timeline

Amortization Period

State Division	Infinite
School Division	Infinite
Local Gov't Division	Infinite
Judicial Division	Infinite

Assumed Rate of Return

8.50%

Infinite
8.50%
2003

Infinite
8.50%
2004

December 31,
2005

Board Actions

- Conducted Asset Liability Study
- Conducted Experience Study
- Performed actuarial audit

Board Legislative Recommendations

- Close loopholes for 110-day post retirement employment limit

Legislative Actions

- Passed SB 05-73 to close 110-day loopholes

Timeline

Amortization Period

State Division	Infinite
School Division	52
Local Gov't Division	17
Judicial Division	28

Assumed Rate of Return

8.50%

2003	2004	2005
Infinite	Infinite	Infinite
8.50%	8.50%	8.50%

December 31, 2006

Board Legislative Recommendations

- Limit "spiking" of salaries for HAS calculation
- Accelerate AED phase-in schedule
- Establish Tier 2 benefits for new employees with 2.1% multiplier, no guaranteed AI with the creation of the AI reserve, 7% contribution
- Reduce health premium subsidy for members under 65 and new members
- Change statute to reflect amortization period of 30 years for sound system

Legislative Actions

- Passed SB 06-235 to implement Supplemental AED and new benefit tier

Timeline

State Division	40 years
School Division	31 years
Local Gov't Division	12 years
Judicial Division	12 years

Amortization Period *

Assumed Rate of Return

8.50%

2003	2004	2005	2006	December 31, 2007
Infinite	Infinite	Infinite	52 years	
8.50%	8.50%	8.50%	8.50%	

* Projection Results

Timeline

Amortization Period

Assumed Rate of Return

	2003	2004	2005	2006	2007
Amortization Period	Infinite	Infinite	Infinite	52 years	31 years
Assumed Rate of Return	8.50%	8.50%	8.50%	8.50%	8.50%

December 31, 2008

State Division	Exhaustion
School Division	Exhaustion
Local Gov't Division	83 years
Judicial Division	56 years

8.50%

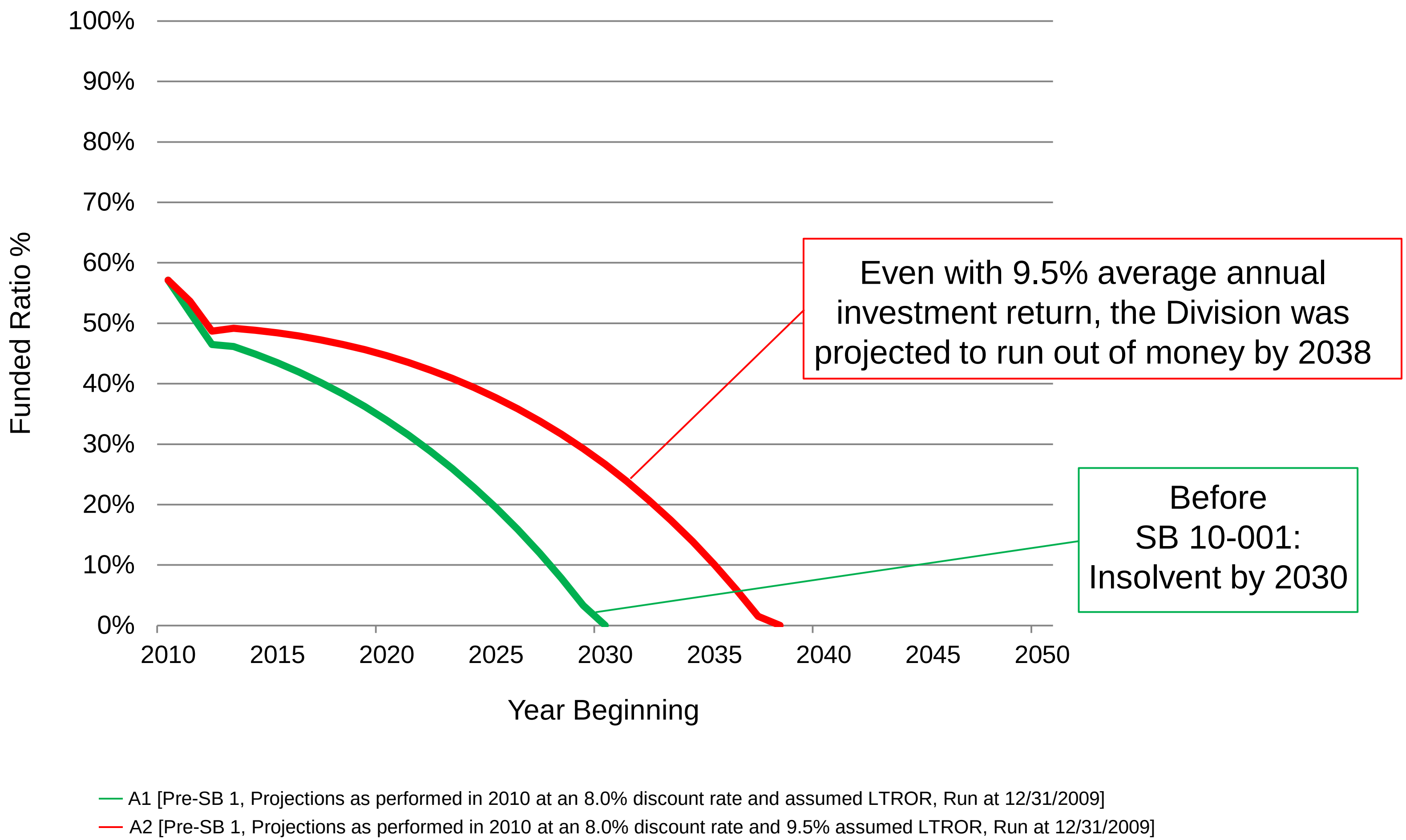
Board Actions

- Began study of 2008 market crisis impact

Projection of Funded Status

Pre-SB 10-001

State Division



Timeline

Amortization Period

Assumed Rate of Return

State Division	36 years
School Division	33 years
Local Gov't Division	30 years
Judicial Division	32 years

8.00%

2003	2004	2005	2006	2007	2008	December 31, 2009
Infinite	Infinite	Infinite	52 years	31 years	Infinite	
8.50%	8.50%	8.50%	8.50%	8.50%	8.50%	

Board Actions

- Decreased assumed rate of return to 8.0%
- Performed actuarial audit
- Conducted Asset Liability Study
- Conducted Experience Study
- Conducted Board listening tour
- Set principals of reform and closed 30-year amortization period goal

Board Legislative Recommendations

- Increase AED and SAED for select divisions, hold current rates for others
- Increase retirement age and service requirements for full benefits for new hires and non-vested members
- Change HAS calculation
- Change the AI for retirees, members, and new hires

Legislative Actions

- Passed SB 09-282 mandating the merger of DPSRS into PERA effective January 1, 2010
- Directed PERA to submit recommendations to address unfunded liability

Timeline

Amortization Period

State Division	35 years
School Division	32 years
Local Gov't Division	26 years
Judicial Division	35 years
DPS Division	22 years

Assumed Rate of Return

8.00%

Year	Amortization Period	Assumed Rate of Return
2003	Infinite	8.50%
2004	Infinite	8.50%
2005	Infinite	8.50%
2006	52 years	8.50%
2007	31 years	8.50%
2008	Infinite	8.50%
2009	33 years	8.00%

December 31, 2010

Board Actions

- Implemented SB 10-001 rules and DPSRS merger

Board Legislative Recommendations

- Support final version of SB 10-001 by majority Board vote
- Endorse SB 10-001

Legislative Actions

- Passed SB 10-001 to eliminate PERA's unfunded liability
- Passed SB 10-146 to increase member, and decrease employer, contribution rates

SB 10-001 Reforms Effect on Benefits

Estimated Decrease in Benefits Received—Early Retirement

	Pre SB 1	Post SB 1*	Difference	% Decrease
Retirement Age	55	55		
Years of Service	25	25		
HAS	$5,000	$5,000		
Assumed Years in Receipt	25	25		
Estimated Monthly Benefit	$3,125	$2,625	$500	(16.0%)
Benefits Received During 25-Year Period				
Base Benefits	$937,500	$787,500	$150,000	(16.0%)
Annual Increases	523,120	221,454	301,666	(57.7%)
Total Benefits	**$1,460,620**	**$1,008,954**	**$451,666**	**(30.9%)**

Equivalent to 12 years of base benefits

* Membership prior to January 1, 2007, and not vested as of January 1, 2011

Timeline

State Division	36 years
School Division	35 years
Local Gov't Division	25 years
Judicial Division	52 years
DPS Division	28 years

8.00%

Amortization Period

Assumed Rate of Return

Year	Amortization Period	Assumed Rate of Return
2003	Infinite	8.50%
2004	Infinite	8.50%
2005	Infinite	8.50%
2006	52 years	8.50%
2007	31 years	8.50%
2008	Infinite	8.50%
2009	33 years	8.00%
2010	32 years	8.00%

December 31, 2011

Board Actions

- Conducted Actuarial Assumptions Workshop

Legislative Actions

- Passed SB 11-076 to continue 2.5% reduction for State and Judicial for another fiscal year

Timeline

State Division	35 years
School Division	32 years
Local Gov't Division	26 years
Judicial Division	43 years
DPS Division	22 years

8.00%

Amortization Period

Assumed Rate of Return

Year	Amortization Period	Assumed Rate of Return
2003	Infinite	8.50%
2004	Infinite	8.50%
2005	Infinite	8.50%
2006	52 years	8.50%
2007	31 years	8.50%
2008	Infinite	8.50%
2009	33 years	8.00%
2010	32 years	8.00%
2011	35 years	8.00%

December 31, 2012

Board Actions

- Performed Experience Study
- Conducted Actuarial Assumptions Workshop

Timeline

State Division	35 years
School Division	34 years
Local Gov't Division	28 years
Judicial Division	45 years
DPS Division	22 years

Amortization Period

Assumed Rate of Return

7.50%

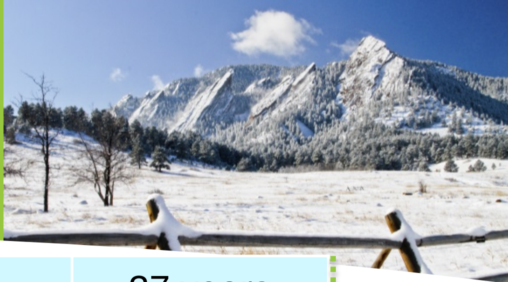
	Amortization Period	Assumed Rate of Return
2003	Infinite	8.50%
2004	Infinite	8.50%
2005	Infinite	8.50%
2006	52 years	8.50%
2007	31 years	8.50%
2008	Infinite	8.50%
2009	33 years	8.00%
2010	32 years	8.00%
2011	35 years	8.00%
2012	32 years	8.00%

December 31, 2013

Board Actions

- Conducted Actuarial Assumption Workshop
- Decreased assumed rate of return to 7.5%

Timeline



Amortization Period

Assumed Rate of Return

State Division	37 years
School Division	38 years
Local Gov't Division	25 years
Judicial Division	48 years
DPS Division	33 years

7.50%

Year	Amortization Period	Assumed Rate of Return
2003	Infinite	8.50%
2004	Infinite	8.50%
2005	Infinite	8.50%
2006	52 years	8.50%
2007	31 years	8.50%
2008	Infinite	8.50%
2009	33 years	8.00%
2010	32 years	8.00%
2011	35 years	8.00%
2012	32 years	8.00%
2013	34 years	7.50%

December 31, 2014

Board Actions

- Conducted actuarial audit

Board Legislative Recommendations

- Endorsed SB 14-214

Legislative Actions

- Passed SB 14-214 providing for three independent studies on PERA

Timeline

State Division	42 years
School Division	44 years
Local Gov't Division	36 years
Judicial Division	73 years
DPS Division	36 years

7.50%

Amortization Period

Assumed Rate of Return

Year	Amortization Period	Assumed Rate of Return
2003	Infinite	8.50%
2004	Infinite	8.50%
2005	Infinite	8.50%
2006	52 years	8.50%
2007	31 years	8.50%
2008	Infinite	8.50%
2009	33 years	8.00%
2010	32 years	8.00%
2011	35 years	8.00%
2012	32 years	8.00%
2013	34 years	7.50%
2014	38 years	7.50%

December 31, 2015

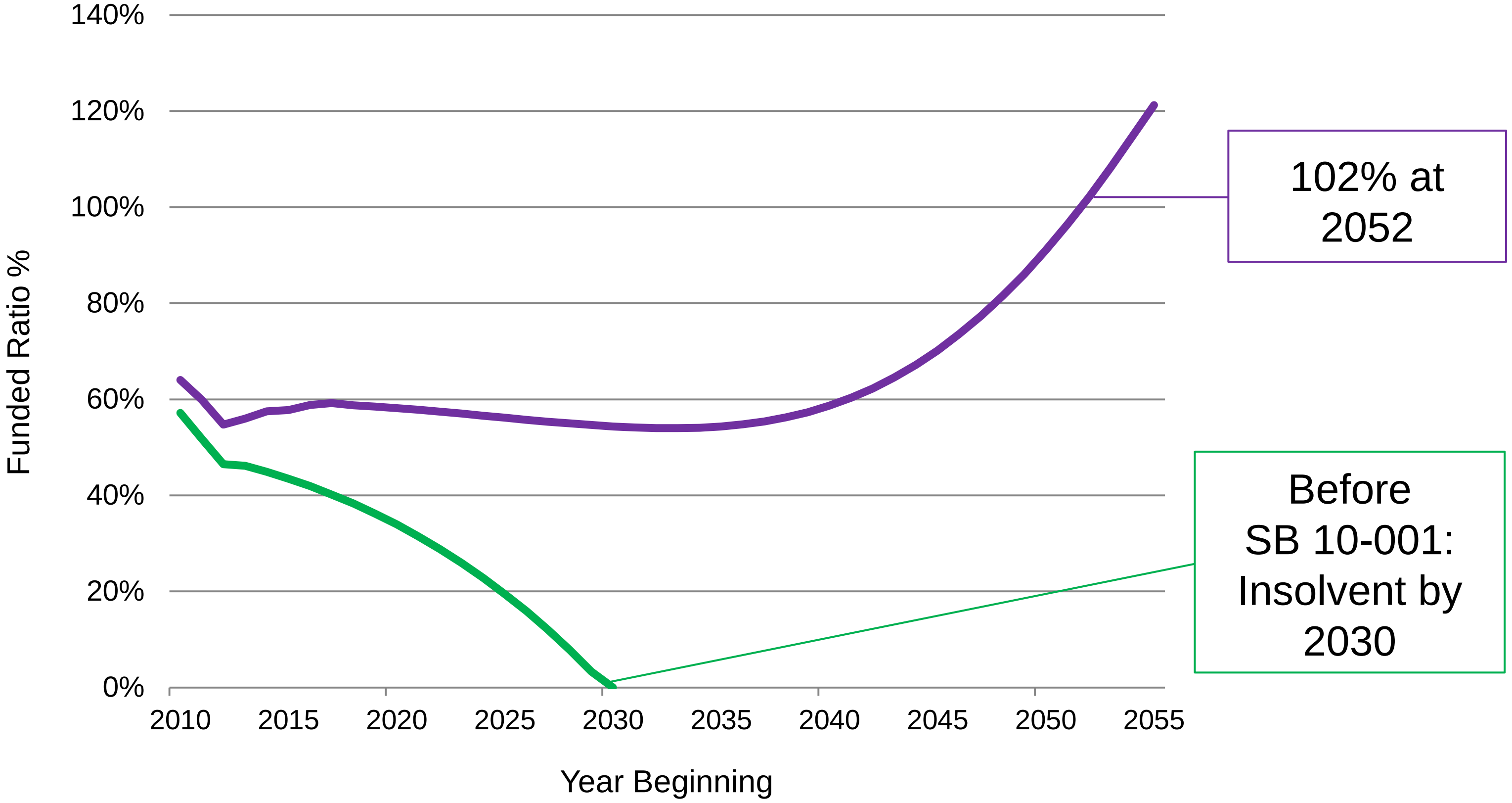
Board Actions

- Conducted Actuarial Assumptions Workshop
- Conducted Asset Liability Study

Projection of Funded Status

Pre- and Post-SB 10-001

State Division



A1 [Pre-SB 1, Projections as performed in 2010 at an 8.0% discount rate and assumed LTROR, Run at 12/31/2009]

D [Post-SB 1, Projections using current asset values and data at a 7.5% discount rate and assumed LTROR, Run at 12/31/2015]

Proposed Timeline for 2017 Milestones

Planning and Outreach

January

- Timeline for outreach
- Educational materials
- Other legislative action

Proposed Timeline for 2017 Milestones

Planning and Outreach

January

Stakeholder Conversations

March

- In-person, geographically dispersed meetings
- Telephone town halls and other virtual forums
- Up-to-date resource library available

COLORADO PERA

Proposed Timeline for 2017 Milestones

Planning and Outreach — **January**

Stakeholder Conversations — **March**

Reporting — **June**

- Key findings provided to Board
- Stakeholders apprised

Proposed Timeline for 2017 Milestones

Planning and Outreach	Stakeholder Conversations	Reporting	Summer Listening Tour
January	March	June	July/August

- Meetings with members, employers, other stakeholders
- Trustee participation

COLORADO PERA

Proposed Timeline for 2017 Milestones

January	March	June	July/August	September
Planning and Outreach	Stakeholder Conversations	Reporting	Summer Listening Tour	Board Planning Session

September:

- Assimilate insights
- Determine next steps