

**COLORADO GENERAL ASSEMBLY
JOINT BUDGET COMMITTEE**



FY 2012-13 STAFF BUDGET BRIEFING

**DEPARTMENT OF
PERSONNEL AND ADMINISTRATION**

**JBC Working Document - Subject to Change
Staff Recommendation Does Not Represent Committee Decision**

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**FY 2012-13 BUDGET BRIEFING
STAFF PRESENTATION TO THE JOINT BUDGET COMMITTEE**

DEPARTMENT OF PERSONNEL AND ADMINISTRATION

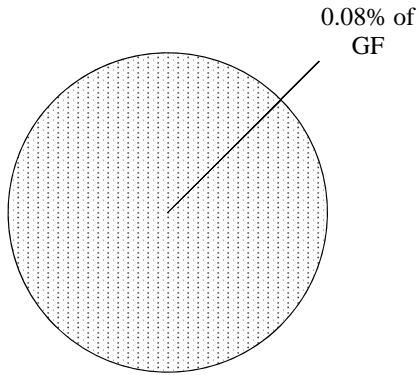
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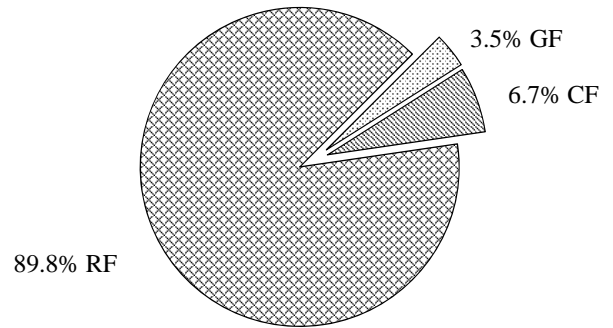
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Department of Personnel and Administration**

GRAPHIC OVERVIEW

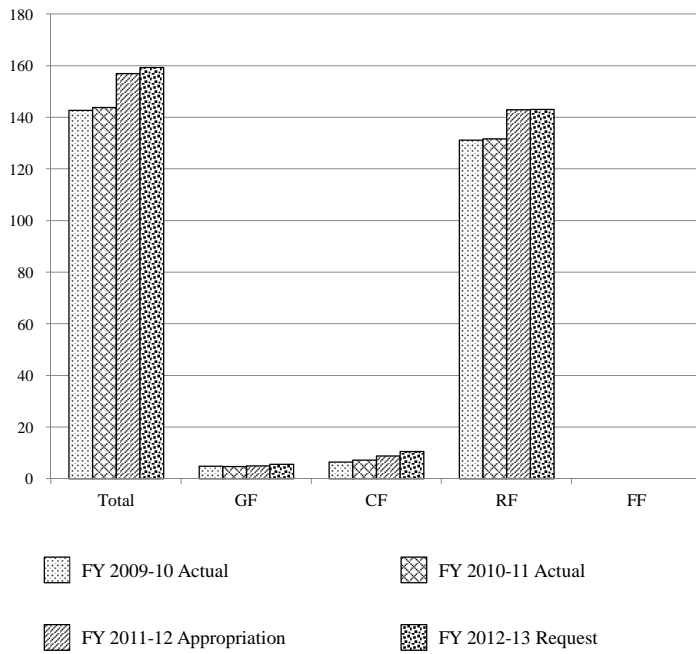
Department's Share of Statewide General Fund



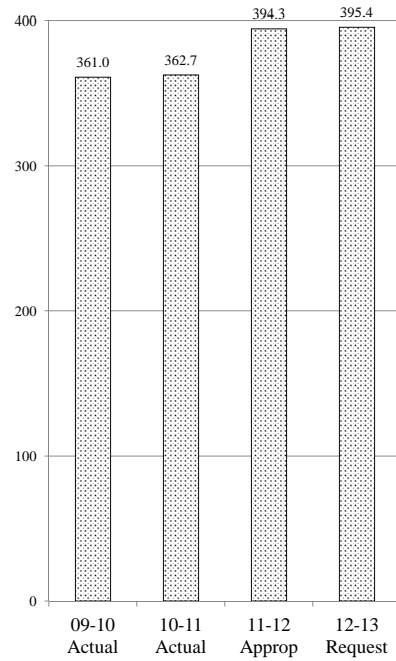
Department Funding Sources



**Budget History
(Millions of Dollars)**

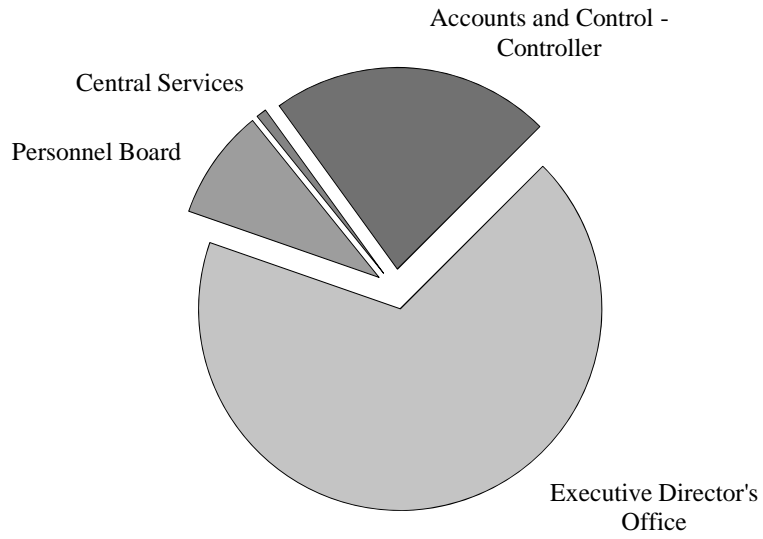


FTE History

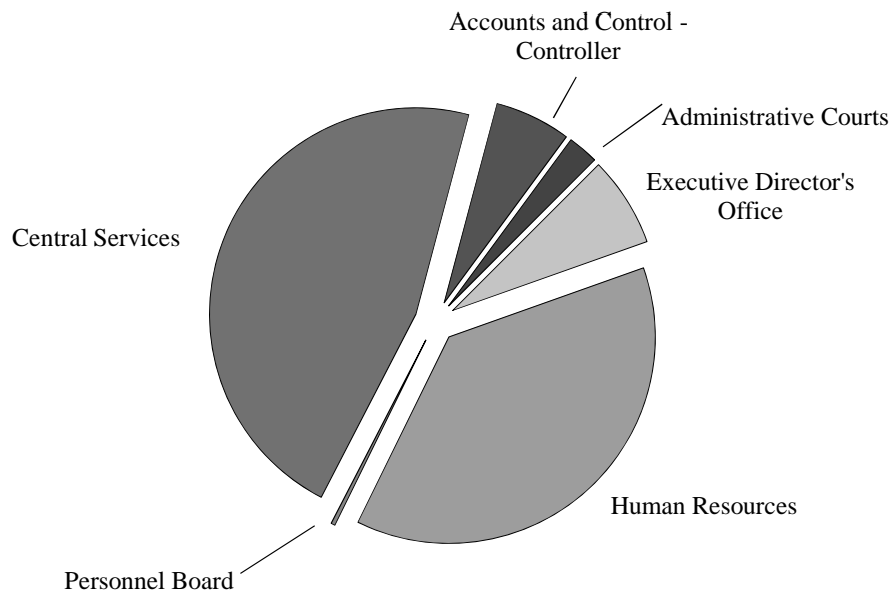


Unless otherwise noted, all charts are based on the FY 2011-12 appropriation.

Distribution of General Fund by Division



Distribution of Total Funds by Division



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Department of Personnel and Administration**

DEPARTMENT OVERVIEW

Key Responsibilities

The Department generally provides centralized human resources and administrative support functions for the State.

- The **Executive Director's Office** includes the Office of the State Architect, the Colorado State Archives, the Colorado State Employee Assistance Program (C-SEAP), and the Address Confidentiality Program.
- The **State Personnel Board**, located in the Department but constitutionally independent, oversees the State Personnel System pursuant to Article XII, Sections 13, 14, and 15 of the Colorado Constitution.
- The **Division of Human Resources** establishes statewide human resource programs and systems to meet constitutional and statutory requirements and provides support services to state agency human resource offices.
- The **State Office of Risk Management** in the Division of Human Resources administers and negotiates the state's coverage for workers' compensation, property, and liability insurance.
- The **Division of Central Services** exists to maximize efficiencies for the state through consolidated common business services and includes Integrated Document Solutions, State Fleet Management, and Facilities Maintenance.
- The **Integrated Document Solutions** unit provides document- and data-related support services, including print and design, mail operations, digital imaging, data entry, and manual forms and document processing.
- State Fleet Management** provides oversight for all vehicles in the state fleet including managing vehicle purchasing and reassignment; fuel, maintenance, repair and collision management; and auction, salvage and the State Motor Pool.
- The **Office of the State Controller** maintains the state's financial records, in part through the Colorado Financial Records System (COFRS), the state's accounting system.
- The **Office of Administrative Courts** provides a statewide, centralized, independent administrative law adjudication system, including hearing cases for workers' compensation, public benefits, professional licensing, and Fair Campaign Practices Act complaints filed with the Secretary of State.

Factors Driving the Budget

Number of State Employees

The Department administers and oversees the State's workforce and programs related to compensation and benefits. The number of state employees affects areas of the budget such as the State's contributions for benefit and retirement programs. The compensation-related common policies briefing addressed issues related to this factor.

Risk Management

The Office of Risk Management administers liability, property, and workers' compensation insurance coverage. Factors driving the budget are the number of claims and their costs, as well as division staffing and how the Department allocates expenses internally.

- ❑ **Liability** claims are funded by the Risk Management Fund, pursuant to Section 24-30-1510 (1), C.R.S. These types of claims include federal claims for employment discrimination, federal claims for civil rights violations, and allegations of negligence on the part of a state agency or employee, such as auto accidents or injuries that occur in a state building. The state averaged just over 1,400 claims per year from FY 2007-08 through FY 2010-11.
- ❑ **Property** claims are funded by the Self-Insured Property Fund, pursuant to Section 24-30-1510.5 (1), C.R.S. This type of insurance covers state buildings and their contents, and the Department insures over 6,000 properties that are valued in excess of \$9.0 billion. The state averaged 116 claims per year from FY 2007-08 through FY 2010-11.
- ❑ **Workers' compensation** claims are funded by the State Employee Workers' Compensation Account, pursuant to Section 24-30-1510.7 (1), C.R.S. The state averaged just under 4,000 claims per year from FY 2007-08 through FY 2010-11.

Risk Management Premiums and Admin.	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Approp	FY 12-13 Request
Workers' Comp Premiums	\$36,202,845	\$40,945,315	\$35,441,933	\$36,376,710	\$38,808,757
Liability Premiums	\$6,435,247	\$4,705,904	\$5,090,471	\$5,115,286	\$4,674,104
Property Premiums	\$7,997,934	\$8,121,258	\$7,881,786	\$8,527,888	\$8,698,417
TOTAL - Statewide Premiums	\$50,636,026	\$53,772,477	\$48,414,190	\$50,019,884	\$52,181,278
Liability Legal Services	\$2,325,703	\$2,209,469	\$2,442,448	\$2,412,121	\$2,315,975
Risk Management Admin.	\$823,937	\$830,327	\$968,036	\$875,926	\$885,467
TOTAL - Risk Management	\$53,785,666	\$56,812,273	\$51,824,674	\$53,307,931	\$55,382,720

State Fleet Management

Pursuant to Section 24-30-1104 (2) (a), C.R.S., the State Fleet Management Program (Fleet) manages the state motor pool, coordinates the maintenance and repairs for state vehicles, auctions older vehicles, and purchases vehicles that are financed by a third-party company. Fleet is funded by reappropriated funds in the Motor Fleet Management Fund, pursuant to Section 24-30-1115, C.R.S.

Vehicles in the state fleet incur both fixed and variable costs. Fixed costs include vehicle lease payments and the Department's vehicle management fee, and are funded in the *Vehicle Lease Payments* line item in individual department budgets and paid into the Motor Fleet Management Fund. Variable costs include the cost of maintenance, fuel and auto insurance for agency operated vehicles and are funded in individual department *Operating Expenses* line items and paid into the Motor Fleet Management Fund.

Vehicle lease payments to finance companies are paid from Fleet's, *Vehicle Replacement Lease, Purchase or Lease/Purchase* line. The vehicle management fee funds Fleet's administrative overhead including personal services, administrative operating expenses, leased space, statewide indirect costs, and Division of Central Services allocated costs. Fleet's *Operating Expenses* line item is mostly comprised of statewide fleet operating costs (maintenance, fuel, insurance), with the exception of administrative operating expenses covered by the vehicle management fee.

Leases vary between 72 and 120 months, with the exception of State Patrol vehicles that are 48-month leases. Non-CSP vehicles are first evaluated for replacement at 100,000 miles, but the average vehicle is replaced at 140,000 miles. State Patrol vehicles are first evaluated for replacement at 80,000 miles, and are typically replaced at 110,000 miles.

Fiscal Year	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Approp.	FY 12-13 Request
Number of Fleet Vehicles	5,582	5,800	5,817	5,912	5,912	
Total Cost of Fleet Management and Motor Pool Services	\$36,528,692	\$32,744,689	\$32,033,596	\$36,669,122	\$43,561,718	\$42,802,628
Per Vehicle Monthly Management Fee*	\$14.50	\$23.00	\$26.50	\$35.50	\$26.50**	\$35.00

*The management fee shown is for auction pool vehicles, including all state fleet vehicles except Division of Wildlife.

**For FY 2011-12 the management fee was decreased from the cost-recovery calculated fee of \$41.00 to the FY 2009-10 level to reduce fund balance.

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Department of Personnel and Administration**

DECISION ITEM PRIORITY LIST

1	<p>R-1: Line Item Consolidation</p> <p>Division of Human Resources and Central Services. The request seeks to consolidate contingency funds into primary line items for Training Services in the Division of Human Resources and for Integrated Document Solutions and Fleet Management in Central Services. The request also seeks to consolidate line items for the Integrated Document Solutions subgroups into a new, Integrated Document Solutions group, and to consolidate line items for the Facilities Maintenance subgroups into a new, Facilities Maintenance group. <i>Statutory authority: Sections 18-9-117, 24-1-136.5, 24-30-1102 (4), 24-30-1104 (1), (1)(k), (2), 24-30-1111, 24-30-1112 through 1117, 24-30-1303, 24-50-122, 24-82-101 through 103, C.R.S.</i></p>	<p>Total Funds <u>\$0</u></p> <p><i>FTE</i> 0.0</p> <p>CF 0</p> <p>RF 0</p>
2	<p>R-2: Replacement of CUBS Collection System</p> <p>Division of Accounts and Control – Controller. The request seeks spending authority for existing cash funds to replace the current 25—year-old collections system with a comprehensive Debt Collection Management system. <i>Statutory authority: Section 24-30-202.4, C.R.S.</i></p>	<p>Total Funds <u>\$300,000</u></p> <p><i>FTE</i> 0.0</p> <p>CF 300,000</p>
3	<p>R-3: Training Services Funding</p> <p>Division of Human Resources. The Department requests additional spending authority for the Training Services Program to augment training capacity equivalent to training waivers provided in FY 2010-11 to state agencies that purchased training services that the Department could have provided except for insufficient spending authority. <i>Statutory authority: Section 24-50-122, C.R.S.</i></p>	<p>Total Funds <u>\$483,000</u></p> <p><i>FTE</i> 0.0</p> <p>RF 483,000</p>
4	<p>R-4: Funding for Joint E-Filing System</p> <p>Administrative Courts. The Department requests reappropriated funds to replace the Office’s current desktop case management system with a web-based system and acquire and implement an E-filing system tailored on an existing system developed by the Department of Natural Resources, Oil and Gas Commission. <i>Statutory authority: Section 24-30-1001 through 1003, C.R.S.</i></p>	<p>Total Funds <u>\$416,975</u></p> <p><i>FTE</i> 0.0</p> <p>RF 416,975</p>
5	<p>R-5: Annual Fleet Replacement</p> <p>Central Services. The Department requests the replacement of 600 vehicles at a total incremental cost to state agencies of \$1.4 million through individual department budget submissions. As a part of this request, the Department requests a reduction \$0.8 million in reappropriated funds for State Fleet Management. <i>Statutory authority: Section 24-30-1104 (2), 24-30-1112 through 1117, C.R.S.</i></p>	<p>Total Funds <u>(\$834,662)</u></p> <p><i>FTE</i> 0.0</p> <p>RF (834,662)</p>

6	<p>BR-1: Reduction of Mail Equipment Purchase Line Item</p> <p>Central Services. The request seeks to reduce this line item to align with actual payments due to a reduction in the number of pieces of equipment funded through a lease-purchase agreement. <i>Statutory authority: Section 24-30-1102 (4), 24-30-1104(1), 24-30-1111, C.R.S.</i></p>	<p>Total Funds</p> <p><i>FTE</i></p> <p>GF</p>	<p><u>(\$109,888)</u></p> <p>0.0</p> <p>(109,888)</p>
7	<p>Workers' Compensation Loss Control Request</p> <p>Division of Human Resources. Although submitted as a common policy baseline adjustment, the request seeks to replace the workers' compensation loss control program previously provided by the Third Party Administrator contract with Pinnacol, with 2.0 FTE that will develop and maintain the program internally. <i>Statutory authority: Section 24-30-1501, 24-30-1503, 24-30-1504, 24-30-1510.3, 24-30-1510.7, C.R.S.</i></p>	<p>Total Funds</p> <p><i>FTE</i></p> <p>RF</p>	<p><u>\$130,198</u></p> <p>2.0</p> <p>130,198</p>
TOTAL REQUEST PRIORITY ITEMS			
		<p>Total Funds</p> <p><i>FTE</i></p> <p>GF</p> <p>CF</p> <p>RF</p>	<p><u>\$385,623</u></p> <p>2.0</p> <p>(109,888)</p> <p>300,000</p> <p>195,511</p>

NON-PRIORITIZED DECISION ITEM LIST

1	<p>NP-1 Vehicle Fleet Replacement</p> <p>Executive Director's Office. This non-prioritized request reflects adjustments in the billing for the centralized provision of vehicles. <i>Statutory authority: Section 24-30-1104 (2), 24-30-1112 through 1117, C.R.S.</i></p>	<p>Total Funds</p> <p><i>FTE</i></p> <p>RF</p>	<p><u>(\$15,287)</u></p> <p>0.0</p> <p>(15,287)</p>
2	<p>NP-2: DOC - Parole Request</p> <p>Central Services. This non-prioritized request reflects a request in the Department of Corrections, Parole for a reduction in vehicle lease, purchase or lease/purchase in Fleet Management. <i>Statutory authority: Section 24-30-1104 (2), 24-30-1112 through 1117, C.R.S.</i></p>	<p>Total Funds</p> <p><i>FTE</i></p> <p>RF</p>	<p><u>(\$31,770)</u></p> <p>0.0</p> <p>(31,770)</p>
3	<p>NP-3: EDW Transfer to OIT</p> <p>Central Services. This non-prioritized request reflects a transfer of the Electronic Data Warehouse from Integrated Document Solutions in Central Services to Governor's Office of Information Technology. <i>Statutory authority: Section 24-30-1102 (4), 24-30-1104 (1), (1)(k), C.R.S.</i></p>	<p>Total Funds</p> <p><i>FTE</i></p> <p>RF</p>	<p><u>(\$94,922)</u></p> <p>0.0</p> <p>(94,922)</p>
TOTAL NON-PRIORITIZED ITEMS			
			<p>Total Funds</p> <p><i>FTE</i></p> <p>RF</p>
			<p><u>(\$141,979)</u></p> <p>0.0</p> <p>(141,979)</p>

OPERATING COMMON POLICY BASELINE ADJUSTMENTS LIST

Liability Common Policy Baseline Adjustment		
Division of Human Resources. Risk Management Services baseline adjustments for the statewide Liability Program allocated to individual departments in the Payment to Risk Management and Property Funds line item.	Total Funds <i>FTE</i> RF	<u>(\$537,328)</u> 0.0 (537,328)
Property Premiums Common Policy Baseline Adjustment		
Division of Human Resources. Risk Management Services baseline adjustments for the statewide Property Program allocated to individual departments in the Payment to Risk Management and Property Funds line item.	Total Funds <i>FTE</i> RF	<u>\$170,529</u> 0.0 170,529
Workers' Compensation Common Policy Adjustment		
Division of Human Resources. Risk Management Services baseline adjustments for the statewide Workers' Compensation Program allocated to individual departments in the Workers' Compensation line item.	Total Funds <i>FTE</i> RF	<u>\$2,432,047</u> 0.0 2,432,047
Administrative Law Judge Common Policy Base Adjustment		
Administrative Courts. Office of Administrative Courts baseline adjustments for the statewide administrative law adjudication system allocated to individual departments in the Administrative Law Judge Services line item.	Total Funds <i>FTE</i> CF RF	<u>\$0</u> 0.0 44,643 (44,643)
TOTAL OPERATING COMMON POLICY BASELINE CHANGES		
	Total Funds <i>FTE</i> CF RF	<u>\$2,065,248</u> 0.0 44,643 2,020,605

BASE AND TECHNICAL CHANGES LIST

Restore PERA Adjustment - SB 11-076		
<p>All Divisions. The FY 2012-13 budget request restores the FY 2011-12 reduced State contribution to the Public Employees' Retirement Association (PERA) pursuant to S.B. 11-076.</p>	Total Funds	<u>\$485,722</u>
	<i>FTE</i>	0.0
	GF	160,447
	CF	58,391
	RF	266,884
Restore FY 10-11 5% General Operating Expenses Reduction		
<p>Executive Director's Office, Division of Human Resources, Constitutionally Independent Entities, and Division of Accounts and Control – Controller. The FY 2012-13 budget request restores the FY 2010-11 five percent operating expenses reduction made for two years through a prior budget decision.</p>	Total Funds	<u>\$20,250</u>
	<i>FTE</i>	0.0
	GF	20,250
	RF	0
	Personal Services and Operating Common Policy Adjustments	
<p>Executive Director's Office. The FY 2012-13 budget request includes adjustments to the Department's share of common policy items.</p>	Total Funds	<u>\$542,820</u>
	<i>FTE</i>	0.0
	GF	204,963
	CF	67,606
	RF	270,251
Statewide IT Common Policy Adjustments		
<p>Executive Director's Office. The FY 2012-13 budget request includes adjustments to the Department's share of common policy items directed by the Governor's Office of Information Technology.</p>	Total Funds	<u>(\$2,341,959)</u>
	<i>FTE</i>	0.0
	GF	(475,504)
	CF	(259,351)
	RF	(1,607,104)
Indirect Cost Assessment		
<p>All Divisions. The FY 2012-13 budget request includes adjustments to the Department's statewide indirect cost assessment.</p>	Total Funds	<u>\$44,778</u>
	<i>FTE</i>	0.0
	CF	(71,698)
	RF	116,476
Annualize Prior Year Legislation		
<p>Executive Director's Office and Division of Accounts and Control – Controller. The FY 2012-13 budget request annualizes prior year legislation including HB 11-1216, HB 11-1307, and HB 10-1176.</p>	Total Funds	<u>(\$132,022)</u>
	<i>FTE</i>	(1.9)
	GF	(147,670)
	CF	15,648

Annualize Prior Year Decision Items		
Central Services and Division of Accounts and Control – Controller. The FY 2012-12 budget request annualizes prior year decision items in Central Services and the Division of Accounts and Control - Controller.	Total Funds	<u>(\$70,672)</u>
	<i>FTE</i>	0.0
	GF	9,524
	RF	(80,196)
Refinance Base Adjustments		
Executive Director's Office, Division of Human Resources, and Division of Accounts and Control – Controller. The FY 2012-13 budget request includes adjustments for general fund refinancing actions taken for FY 2011-12.	Total Funds	<u>\$0</u>
	<i>FTE</i>	0.0
	GF	937,994
	CF	(25,754)
	RF	(912,240)
Deletion of Obsolete Line Item		
Division of Accounts and Control – Controller. The FY 2012-13 budget request includes deletion of an obsolete line item in Collection Services.	Total Funds	<u>(\$20,702)</u>
	<i>FTE</i>	0.0
	CF	(20,702)
FTE Adjustment to Reflect Actual Usage		
Division of Human Resources. The FY 2012-13 budget request includes an FTE adjustment for Training Services to reflect actual usage.	Total Funds	<u>\$0</u>
	<i>FTE</i>	1.0
	RF	0
SWICAP True-Up Base Adjustment		
Division of Accounts and Control – Controller. The FY 2012-13 budget request includes a SWICAP true-up base adjustment by the State Controller.	Total Funds	<u>\$0</u>
	<i>FTE</i>	0.0
	GF	(64,597)
	RF	64,597
TOTAL BASE AND TECHNICAL CHANGES		
	Total Funds	<u>(\$1,471,785)</u>
	<i>FTE</i>	(0.9)
	GF	645,407
	CF	(235,860)
	RF	(1,881,332)

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Department of Personnel and Administration**

OVERVIEW OF NUMBERS PAGES

The following table summarizes the total change, in dollars and as a percentage, between the Department's FY 2011-12 appropriation and its FY 2012-13 request.

Table 1: Total Requested Change, FY 2011-12 to FY 2012-13 (millions of dollars)

Category	GF	CF	RF	FF	Total	FTE
FY 2011-12 Appropriation	\$5.1	\$10.5	\$143.0	\$0.0	\$158.6	394.3
FY 2012-13 Request	5.6	10.6	143.2	0.0	159.4	395.4
Increase / (Decrease)	\$0.5	\$0.1	\$0.2	\$0.0	\$0.8	1.1
Percentage Change	10.5%	1.0%	0.1%	n/a	0.5%	0.3%

The following table highlights categories of changes contained in the Department's FY 2012-13 budget request, as compared with the FY 2011-12 appropriation.

Table 2: Total Department Requested Changes, FY 2011-12 to FY 2012-13 (millions of dollars)

Category	GF	CF	RF	FF	Total	FTE
Decision Items	(\$0.1)	\$0.3	\$0.2	\$0.0	\$0.4	2.0
Non-Prioritized Items	0.0	0.0	(0.1)	0.0	(0.1)	0.0
Operating Common Policy Baseline Adjustments	0.0	0.0	2.0	0.0	2.1	0.0
Technical/Base Changes	0.6	(0.2)	(1.9)	0.0	(1.5)	(0.9)
TOTAL	\$0.5	\$0.1	\$0.2	\$0.0	\$0.8	1.1

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Department of Personnel and Administration**

BRIEFING ISSUE

ISSUE: Performance-based Goals and the Department's FY 2012-13 Budget Request

This issue brief summarizes the Department of Personnel and Administration report on its performance relative to its strategic plan and discusses how the FY 2012-13 budget request advances the Department's performance-based goals. Pursuant to the State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act (H.B. 10-1119), the full strategic plan for the Department of Personnel and Administration can be accessed from the Office of State Planning and Budgeting web site and is included as Appendix E.

The issue brief assumes that the performance-based goals are appropriate for the Department. Pursuant to the SMART Government Act, legislative committees of reference are responsible for reviewing the strategic plans and recommending changes to the departments. The issue brief also assumes that the performance measures are reasonable for the performance-based goals. Pursuant to the SMART Government Act, the State Auditor periodically assesses the integrity, accuracy, and validity of the reported performance measures.

DISCUSSION:

Performance-based Goals and Measures

The Department's top priority objectives are:

1. Brand DPA as an effective service organization for State citizens and governmental entities.
2. Upgrade or replace systems that are outdated, ineffective, or on the verge of failure.
3. Improve the multiple facets of the Division of Human Resources (HR).
4. Improve the statewide procurement function.

1. Brand DPA as an effective service organization for State citizens and governmental entities.

a. How is the Department measuring the specific goal/objective?

The Department lists 12 performance measures by division. Six measures are division-level measures of the Department's annual survey of customer satisfaction implemented in FY 2011-12, and therefore lack data at this time. The three performance measures with mostly complete actual and benchmark data are shown in the tables below.

Division of Central Services		FY 09-10	FY 10-11	FY 11-12	FY 12-13
Maintain or increase savings for Integrated Document Services as compared to the private sector.	Benchmark	\$3,842,636	\$4,000,000	\$4,000,000	TBD
	Actual	\$3,842,636	\$4,000,000	TBD	TBD

Division of Human Resources - Training		FY 09-10	FY 10-11	FY 11-12	FY 12-13
Increase the efficacy of the training program's marketing efforts as measured by the number of employees enrolled in training classes on an annual basis.	Benchmark	1,300	1,300	1,333	1,350
	Actual	1,160	1,563	TBD	TBD

Division of Finance and Procurement - Central Collections Services		FY 09-10	FY 10-11	FY 11-12	FY 12-13
Increase net recoveries in terms of dollars collected through the Central Collections Services (benchmark is prior year actual).	Benchmark	\$14,710,345	\$15,545,905	\$17,086,301	TBD
	Actual	\$15,545,905	\$17,086,301	TBD	TBD

b. Is the Department meeting its objective, and if not, why?

Yes, based on the data presented in the three tables of performance measures with mostly complete data. For the last year of actual data, FY 2010-11, each benchmark was met or exceeded.

c. How does the budget request advance the performance-based goal?

The Department's decision item request, R-1 - Line Item Consolidation, will enable Integrated Document Solutions (IDS) to structure its business operations and allocate and account for its use of resources across its sub-groups more efficiently and in alignment with the technology and business processes in its industry. This may have the effect of increasing savings provided by IDS.

Decision item request, R-2 - CUBS Replacement, to replace the current 25-year-old collections system with a comprehensive debt collection management system, will enable Central Collections Services to more efficiently track and collect past-due funds owed to the state. This should have the effect of increasing recoveries by Central Collections.

Decision item request, R-3 - Training Services Funding, to increase spending authority equal to the level requested by customer agencies, will enable Training Services to offer additional training classes to customer agencies that are currently being provided externally due to the current spending authority limit. This should have the direct effect of increasing the number of employees enrolled in training classes provided by Training Services.

Additionally, the Department's base budget as well as decision item requests should contribute to improving performance related to its recently implemented annual survey of customer satisfaction.

2. Upgrade or replace systems that are outdated, ineffective, or on the verge of failure.

a. How is the Department measuring the specific goal/objective?

The Department lists six performance measures. Five measures lack data and four of the five are structured to define success for these measures as securing approval for information systems-related requests. The one performance measure with actual and benchmark data is shown in the table below.

Office of Administrative Courts		FY 09-10	FY 10-11	FY 11-12	FY 12-13
Increase the number of total deliveries of orders and notices that are "e-orders" (electronically delivered court notices) by 10 percent each year.	Benchmark	1,521	1,673	9,000	10,000
	Actual	2,516	9,228	TBD	TBD

b. Is the Department meeting its objective, and if not, why?

Yes, based on the data for the Office of Administrative Courts presented in the table, for both years of actual data, the benchmark was exceeded, having been vastly exceeded in FY 2010-11.

c. How does the budget request advance the performance-based goal?

Decision item request, R-4 - OAC E-Filing System, to acquire an e-filing system and upgrade the current case management system, will enable the Office of Administrative Courts to move toward a paperless environment, better track deadlines and manage hearings processes, save copy and storage costs for customers, and allow for more efficient resolution of hearings. Additionally, the performance data reported for FY 2010-11, showing a substantial increase in the delivery of *e-orders* by the Office, suggests that the Office is already increasing its use of information technology for improving its processes, and the addition of an e-filing system would further improve efficiency and customer satisfaction.

As stated above, decision item request, R-2 - CUBS Replacement, to replace the current 25-year-old collections system with a comprehensive debt collection management system, will enable Central Collections Services to more efficiently track and collect past-due funds owed to the state.

3. Improve the Multiple Facets of the Division of Human Resources (HR).

a. How is the Department measuring the specific goal/objective?

The Department lists eight performance measures. Seven measures include data with or without benchmarks and three measures that include both are shown in the tables below.

Division of Human Resources - Compensation Unit		FY09-10	FY10-11	FY11-12	FY12-13
Move the State's workforce to 100 percent of prevailing salary compensation through the total compensation process as measured by the percentage difference between the State's average salary and market average salary reported through the total compensation letter and reports (negative value indicates the State is below market average by that percent).	Benchmark	0.0%	0.0%	0.0%	0.0%
	Actual	-2.4%	0.5%	-1.7%	-7.1%

Division of Human Resources - Risk Management		FY09-10	FY10-11	FY11-12	FY12-13
Increase the effectiveness of the State's Workers' Compensation safety and prevention programs as well as the efficiency of the State's case management as measured by dollars of loss incurred per \$100 of payroll.	Benchmark	\$1.15	\$1.12	\$1.10	\$1.07
	Actual	\$1.44	\$1.12	TBD	TBD
Increase the effectiveness of the State's Workers' Compensation safety and prevention programs as well as the efficiency of the State's case management as measured by decreases in the number of claims per 100 employees filed against the State.	Benchmark	8.00	7.80	7.80	7.60
	Actual	7.97	9.09	TBD	TBD

b. Is the Department meeting its objective, and if not, why?

In the case of Risk Management, the Department meets one or the other but not both benchmarks for each of the actual years of data. In the case of the Compensation Unit, it appears that the Department exceeded its benchmark for FY 2010-11, however it is unclear as the Department states that its goal is to "Move ... to 100 percent" suggesting that any variance from the 100 percent goal may be defined as not meeting its objective.

c. How does the budget request advance the performance-based goal?

While not included as a decision item request in the Department's budget request, the workers' compensation loss control program request has a direct bearing on the Office of Risk Management's performance measures listed above. It is reasonable that some kind of a loss control program in the Office is necessary to meet the performance measures, and that a loss control program's effectiveness can be tracked with such performance measures.

Although not included in the performance measures shown above, the Division of Human Resources, Training Services includes a performance measure for the "number of people-hours of training completed". As previously discussed, decision item request, R-3 - Training Services

Funding, to increase spending authority equal to the level requested by customer agencies, will enable Training Services to offer additional training classes to customer agencies that are currently being provided externally due to the current spending authority limit. This should have the direct effect of increasing the number of people-hours of training completed by Training Services.

4. Improve the Statewide Procurement Function.

a. How is the Department measuring the specific goal/objective?

The Department lists three performance measures and includes data for one, as shown in the table below.

Division of Finance and Procurement - State Purchasing Office		FY 09-10	FY 10-11	FY 11-12	FY 12-13
Increase the utilization of the Procurement Card (P-Card) as measured by the dollars spent through the program on an annual basis.	Benchmark	\$210,546,521	\$161,284,170	\$166,122,695	\$171,106,376
	Actual	\$210,546,521	\$161,284,170	TBD	TBD

b. Is the Department meeting its objective, and if not, why?

It appears that the Department not only meets its objective for the actual years of data, but was able to meet its benchmarks exactly. The precision of actual-to-benchmark suggests that additional information addressing how the benchmarks were set and how the actuals are reported would be necessary to determine whether the Department is meeting its performance measure.

c. How does the budget request advance the performance-based goal?

The Department has not submitted a decision item related to the procurement process. However the Department’s ongoing base appropriations fund division operations that include the procurement process.

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BRIEFING ISSUE

ISSUE: Workers' Compensation Loss Control Request

Although submitted as a common policy baseline adjustment, the request seeks to replace the workers' compensation loss control program previously provided by the Third Party Administrator contract with Pinnacol, with an additional 2.0 FTE and \$130,198 in reappropriated funds for the Office of Risk Management to develop and maintain the program internally.

SUMMARY:

- A workers' compensation loss control program includes health and safety programs and training on workplace safety for the purpose of reducing the number and cost of workers' compensation claims.
- Pinnacol Assurance formerly provided a workers' compensation loss control program, but terminated its contract as the state's Third Party Administrator (TPA) for workers' compensation as of the end of FY 2010-11.
- The Department's Office of Risk Management signed a contract with a new TPA, Broadspire, effective July 1, 2011, that includes TPA duties and agreements, but does not include a loss control program as was provided by and included in the Pinnacol contract.
- Risk Management estimates that replacing the loss control services by contracting with another company would cost the state at least \$250,000.
- The Department proposes to replace the loss control program with an internal program including an additional 2.0 FTE of loss control specialists and \$130,198 in personal services and operating expenses.

DISCUSSION:

Program Description

The workers' compensation loss control program includes health and safety programs and training on workplace safety for the purpose of reducing the number and cost of workers' compensation claims. The United States Department of Labor estimates that comprehensive loss control programs can reduce costs by 20 to 40 percent. Based on those numbers, Risk Management estimates that the state may experience additional costs of approximately \$4 million without a loss control program.

Recent History

In January 2011, Pinnacol Assurance, the state's Third Party Administrator (TPA) for workers' compensation, notified the Department's Office of Risk Management that it would be terminating its contract as TPA for the state at the end of FY 2010-11. The Department went through an RFP process to find a new TPA, and signed a contract effective July 1, 2011, with Broadspire, that includes TPA responsibilities but does not include a loss control program as was provided by and included in the Pinnacol contract.

TPA Contract and Loss Control

Risk Management estimates that replacing the loss control services by contracting with another company would cost the state at least \$250,000. The Department estimates 2,000 hours, as was included in the Pinnacol contract, at \$125 per hour. The hourly estimate is based on three RFP responses that included loss control hours at an additional fee, and that IMA, the state's insurance broker, concurred, was a reasonable cost for loss control services. Three of the eight RFP responses for the TPA contract included loss control services at an additional cost of between \$250,000 and \$300,000 per year. While Broadspire did not provide loss control services, it appeared to provide superior services to manage workers' compensation claims. Therefore the Department made the decision to unbundle the loss control program from the TPA contract, rather than select a provider with inferior TPA services who could also provide loss control services.

The table below shows the Department's current performance measures related to workers' compensation loss control, including data since FY 2007-08. Loss control program performance measures cover years during which Pinnacol was providing loss control services as part of its contract as the state's workers' compensation TPA.

Risk Management Loss Control Program Performance Measures							
		FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13
Dollars of loss incurred per \$100 of payroll.	Benchmark		\$1.18	\$1.15	\$1.12	\$1.10	\$1.07
	Actual	\$1.22	\$1.00*	\$1.44*	\$1.12	TBD	TBD
Claims per 100 employees.	Benchmark		8.21	8.00	7.80	7.80	7.60
	Actual	8.38	8.61	7.97	9.09	TBD	TBD

* The Department reports it changed its methodology for this metric between FY 2008-09 and FY 2009-10. The Department believes that the values would otherwise be in line with other years.

The Department proposes to replace the previous, externally-contracted, Pinnacol-provided loss control program with an internal program including an additional 2.0 FTE of loss control specialists and \$130,198 in personal services and operating expenses.

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BRIEFING ISSUE

ISSUE: R-2 and R-4 – CUBS Replacement and OAC E-Filing System

The Department is requesting \$300,000 in cash funds spending authority to replace its CUBS, Collections services information system for Central Collections Services, and \$416,975 in reappropriated funds for the acquisition of an e-filing system and upgrade to its case management system for the Office of Administrative Courts.

SUMMARY:

- Central Collection Services provides debt collection services at a fixed commission rate to state agencies, using its CUBS collection system; a system that is over 25 years old, programmed in an older, difficult-to-support language, which the vendor no longer offers and for which the vendor will discontinue servicing in the next few years.
- The Department has worked with OIT to define the system requirements for a comprehensive, collections management system based on a commercial, off-the-shelf, configurable, web-based system.
- The Department is requesting \$300,000 in cash funds spending authority for revenues already available in the Debt Collection Cash Fund.
- A September 2008, performance audit of the Office of Administrative Courts (OAC) identified significant limitations and deficiencies with existing business processes and lack of management information provided by current systems related to hearings and case management.
- In collaboration with OIT, the Department has identified an e-filing system already in use by the Department of Natural Resources, Oil and Gas Commission, that modified along with an upgrade of the existing, desktop-based, case management system will satisfy audit recommendations, streamline current business processes, and improve office efficiencies to handle its increasing caseload.
- The Department is requesting \$416,975 in reappropriated funds, for the acquisition of a modified e-filing system and upgraded case management system for the OAC.

DISCUSSION:

R-2 - CUBS Replacement

Central Collection Services provides debt collection services at a fixed commission rate, currently 18 percent, to state agencies through delegation by the Office of the State Controller. Statute requires the referral of debt to Central Collection Services at 30 days past due and debts are assigned to private collection companies at 180 days if no repayment arrangements have been made.

The current collection system is over 25 years old and uses an older programming language (PICK/BASC) that restricts the Department's ability to find support. The current vendor has advised Central Collections that they no longer offer the product and may discontinue servicing it within the next few years. Additionally, the vendor no longer supports modem access for the system, requiring the state to arrange other internal processes to provide client access to system information.

The Department has worked with the Governor's Office of Information Technology (OIT) to define the system requirements for a comprehensive, collections management system based on a commercial, off-the-shelf, configurable, web-based system that would provide the ability to automate collections-related processes, including:

- automated, online provision of account information by client agencies;
- the ability to track client information for remittance and reporting processes;
- report functionality for clients including the ability to obtain immediate, real-time information online; and
- the ability to track collections statistics and generate management reports.

The Department is requesting \$300,000 in cash funds spending authority for revenues already available in the Debt Collection Fund. The request is based on a similar cost for the Contract Management System that was completed for approximately \$280,000, and is the most similar commercial, off-the-shelf system with which to compare.

Section 24-30-202.4 (3) (e), C.R.S., specifies that the Debt Collection Fund balance shall not exceed 25.0 percent, and that revenues collected in excess of 25.0 percent shall revert to the General Fund at the end of each fiscal year. Section 24-30-202.4 (8) (a), C.R.S., specifies that the Department may add a collection fee; that the Department should determine the fee annually to approximate the reasonable costs incurred in collecting debts; and that the aggregate fee for Central Collections or private collection agencies cannot exceed 21 percent.

The following table shows that the cash fund balance remains within statutory requirements with the Department's request for spending authority for the CUBS replacement system, as well as without. Additionally, Central Collections fees are within the statutory requirement. An FY 2011-12 budget-balancing bill, S.B. 11-226, specifies the transfer of \$249,494 from the fund to the general fund on June 30, 2012. While the Department appears to be within statutory requirements regarding fund balance and fee-setting, and the CUBS replacement system request can be funded within the current fund balance, it appears that Central Collections current fee rate may be generating balances in excess of operating costs as suggested by the request and the budget-balancing action taken in the 2011 session.

Debt Collection Fund - Cash Fund Balance Percentage of Appropriations				
	FY10-11 Actual	FY11-12 Approp.	FY12-13 Request	FY12-13 w/o R-2*
End of Year Balance	\$458,090	\$335,808	\$281,160	\$581,160
Collections Services Appropriation	\$2,368,227	\$2,649,824	\$2,967,535	\$2,667,535
Fund Balance Percentage of Approp.	19.3%	12.7%	9.5%	21.8%
Central Collections Fees	15.0%	18.0%	18.0%	18.0%

*The last column shows end of year balance and appropriations without the R-2, CUBS replacement request of \$300,000.

R-4 - Office of Administrative Courts Joint E-Filing System

The Office of Administrative Courts (OAC) provides an independent administrative law adjudication system for more than 50 state agencies, boards, and county departments, serving the state from three locations including the main office in Denver, the Western Regional Office in Grand Junction, and the Southern Regional Office in Colorado Springs.

A September 2008, performance audit of the OAC identified significant limitations and deficiencies with the existing business processes associated with e-filing. The audit also noted that the existing desktop version of the case management system used by the OAC lacks adequate information to provide oversight, assess timeliness, and effectively manage and allocate Administrative Law Judge (ALJ) resources.

Specifically the audit identified system deficiencies that do not allow for tracking essential information, require significant levels of duplicative data entry, includes a calendaring function not comprehensive enough to result in useful timeliness analysis, and does not allow for extraction of operations management reports. Further, the system does not provide an adequate interface with the system used by the Department of Labor & Employment (CDLE) for workers' compensation cases, that is problematic given the volume of workers' compensation hearings conducted by the OAC.

The Department believes that the acquisition of an e-filing system and an upgrade of the current case management system will satisfy audit recommendations from the Office of the State Auditor, streamline current business processes, and improve office efficiencies to handle increasing caseload.

The OAC currently uses the desktop version of a commercially available case management system designed for use by law firms that has been manipulated and used to the extent possible for OAC hearings functions. An upgrade to the current web-based version of the case management system would allow electronic interfacing with an e-filing system, as well as allow for electronic transfer of data to systems used by other agencies including CDLE and the Colorado State Judicial Branch.

The OAC has worked with OIT to identify commonly used processes and areas for potential usage of existing systems, in an effort to find the most efficient and effective approach to online case management. A key component identified would allow citizens to file legal pleadings or complaints electronically through an e-filing system; a best practice already implemented in nearly all judicial

districts in Colorado and in a majority of judicial districts nationwide.

An e-filing system would provide for quicker resolution to hearings issues and increased accessibility to legal documents, especially for citizens who do not reside in the Denver area. An e-filing system eliminates the need for a party to appear in person to file a document. Currently, the mailing of pleadings can add three to seven days to the time period in which an ALJ must issue a decision. Additionally, an e-filing system allows the OAC to move toward a paperless environment and provides improved, automated tracking of deadlines, and saves copy and storage costs for customers. A general, public policy benefit is increased transparency, allowing the public to have online access to non-confidential documents filed with the OAC.

The Department has identified an e-filing program already in use by the Department of Natural Resources, Oil and Gas Commission. The Department's request involves tailoring the existing system to meet the needs of the OAC. The Department and OIT's cost estimate for acquiring and implementing a new, e-filing system is estimated to exceed \$500,000 based on requests for information collected by the Department. The modification of the existing system is estimated to cost approximately two-thirds the amount required for development of a new system.

The Department is requesting a total of \$416,975 in reappropriated funds, including \$338,280 for the e-filing system and \$83,320 for the case management system. The OAC expects \$4,625 in savings due to a reduction in duplicative data entry, and those savings are included in the request. Current funding of \$28,839 in operating expenses for maintenance and support of the current case management system is not expected to change for FY 2012-13, but is expected to increase by \$4,038 in the out years for maintenance and support of both systems. Request funding specifics are shown in the following table.

R-4 - Office of Administrative Courts E-Filing System Request		
	FY 12-13	FY 13-14
Modified E-filing System	\$338,280	\$0
Upgraded Case Management System	\$83,320	\$0
Maintenance and Support*	\$28,839	\$32,877
Duplicative Data Entry Savings	(\$4,625)	\$0
Total Request*	\$416,975	\$4,038

*Current funding of \$28,839 in Operating Expenses for maintenance.

The Departments FY 2012-13 base budget request for OAC totals \$4,676,176. The Department's, R-4 – E-Filing System request would increase the OAC's total budget by 8.9 percent to \$5,088,151. Without accounting for changes to the Administrative Hearings Fund balance, the request would have the effect of increasing OAC fees to customer agencies by 8.9 percent. Based on cost allocations for FY 2012-13, the Department of Human Services allocation for ALJ services would increase \$79,539, from \$893,701 to \$973,240. The Department of Labor and Employment allocation for ALJ services would increase \$240,429, from \$2,701,454 to \$2,941,883.

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BRIEFING ISSUE

ISSUE: R-1 – Line Item Consolidation Request

The Department's budget request for line item consolidation includes three broad requests:

1. Eliminate contingency fund line items by consolidating the contingency funding within the primary funding line item.
2. Consolidate all like line items for the three budget programs in Integrated Document Solutions in Central Services.
3. Consolidate all like line items for the three campuses budget programs in Facilities Maintenance in Central Services.

SUMMARY:

- The Department is requesting the elimination of contingency fund line items for the Division of Human Resources, Training Services; for the Division of Central Services, Integrated Document Solutions' sub-groups, Reprographics, Document Solutions Group, and Mail Services; and for the Division of Central Services, Fleet Management Program.
- Contingency spending authority was originally granted and for several years was included within the original line item in lieu of continuous spending authority to address the Department's need to meet variable workload demands driven by customer agencies.
- The Department is requesting the consolidation of Reprographics, the Document Solutions Group and Mail Services in order to better align the budget structure and its administrative oversight and financial reporting, with the evolution of technology and business practices as experienced by the Integrated Document Solutions subdivision budget group.
- The campuses represented in Facilities Maintenance - Capitol Complex, Grand Junction State Services Building, and Camp George West - have been separated and consolidated in prior budget years.
- The appropriations for Grand Junction and Camp George West include 1.0 FTE each and represent 3.6 percent of consolidated FTE and 6.4 percent of consolidated personal services and operating expenses in the FY 2012-13 budget request.

DISCUSSION:

Primary Consideration

The primary disadvantage to any line item consolidation is to weaken the control over program costs

that the appropriations process provides to the Committee and the General Assembly. In considering line item consolidation, the question is: What is the optimal level of operational detail that should be reflected in the budget and appropriations process in order to provide control or influence over operational efficiency? Excessive line item data can create unnecessary decision points that occupy the Committee's and staff's attention in a way that limits or prevents the opportunity to focus on more important issues. At what point does the additional detail simply create more budget data and decision points without contributing to effective and efficient oversight?

Contingency Funds

The Department is requesting the elimination of contingency fund line items for the Division of Human Resources, Training Services; for the Division of Central Services, Integrated Document Solutions' sub-groups, Reprographics, Document Solutions Group, and Mail Services; and for the Division of Central Services, Fleet Management Program.

Contingency spending authority was originally granted within the original line items in lieu of continuous spending authority requests, to address the Department's need to meet variable workload demands driven by customer agencies. Prior to contingency funding, the Department would turn away work from customer agencies that exceeded the Department's base appropriations.

The purpose of centralization of common support services in the Department is to save the state money through economies of scale. The more services purchased from the Department the lower the overhead for those centrally-provided services. When turning away requested work, the Department provides waivers to allow customer agencies to purchase services and spend their operating funds externally. Those state agency operating funds are spent whether the Department provides the services or not. The Department's appropriations – whether structured as base, contingency, or continuous – to provide centralized support services neither limits nor minimizes state agency spending on those support services, as those purchase decisions are made by customer agencies within their operating expenses appropriations.

There may be a general policy intention for the Committee to limit the growth in the Department's appropriations as a fairness issue relative to limiting the growth in appropriations statewide. Additionally, there may be program oversight issues related to unnecessarily excessive marketing or services promotion, growth in the types of services offered, fee-setting, overall revenue collections, and fund balance trends or practices that may need to be addressed or monitored when they stray from legislative intent.

However, except for the case in which services are being purchased excessively in any way by customer agencies, setting a limited appropriations amount for the Department does not change total spending by the state on centrally-provided services. Unnecessarily limiting the services that it provides to customer agencies increases the cost of those support services by spreading administrative and overhead costs over fewer units of services purchased. There is no budget advantage to the state to limit the amount of services that the Department can provide, whereas there is a budget advantage in lowering administrative and overhead costs per service unit by ensuring that centralized support services can be purchased to the extent needed and requested by customer agencies.

From a budget discipline perspective, in the interest of limiting the growth of a program due to its impact on the state budget generally, distinct contingency line items might ensure adherence to such budget policy objectives. However, splitting out contingency funding for an existing line item adds little additional budget or program information that the primary line item cannot already provide. Specifically, a separate contingency funding line item in itself does not address oversight issues related to excessive purchasing by customer agencies. Increased transparency through reporting by the Department and analysis of program services, and fee and fund balance trends are the only way to identify and address those issues.

Integrated Document Solutions

The Integrated Document Solutions budget groups – Reprographics, Document Solutions Group, and Mail – provide services in an industry driven by data, print, and distribution technology and business process and staff allocation efficiencies that are tied to those evolving technologies. While there still may be certain distinct and discrete tasks and services provided by these groups, for much of the work completed, integrated services no longer easily or distinctly lie within the confines of the three current budget program groups. According to the Department, the print and mail organizations are now fully operational as a single unit. Budget tracking for such coordinated and seamless operations becomes more challenging and might lead to budget allocation decisions that, in hindsight, might be second-guessed without substantively involving error or mismanagement. The Department is requesting that the Integrated Document Solutions budget groups be consolidated into a single, Integrated Document Solutions group in order to better align with the technology and business practices experienced by this subdivision.

Facilities Maintenance

The Department is requesting that the campuses represented in Facilities Maintenance – Capitol Complex, Grand Junction State Services Building, and Camp George west – be consolidated into a single, Facilities Maintenance budget group.

The campuses have been both separated and consolidated in prior budget years. The appropriations for Grand Junction and Camp George West are set at such a low base level, that it would give the Department some budget flexibility in addressing its operational responsibilities for these campuses that might otherwise need to be addressed unnecessarily through the supplemental process or through operational deficiencies.

Personal services and operating expenses line items account for 1.0 FTE and \$122,519 for Grand Junction and 1.0 FTE and \$179,243 for Camp George West in the FY 2012-13 request. Together, the two campuses represent 3.6 percent of FTE and 6.4 percent of personal services and operating expenses of a consolidated Facilities Maintenance subdivision.

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	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Appropriation	FY 2012-13 Request	Request vs. Appropriation
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DEPARTMENT OF PERSONNEL AND ADMINISTRATION Kathy Nesbitt, Executive Director

(1) EXECUTIVE DIRECTOR'S OFFICE

This division provides policy direction to and manages the fiscal and budgetary affairs of all divisions within the Department. It also reviews all statewide contracts and promotes statewide affirmative action and equal opportunity programs. The primary source of cash funds and reappropriated funds are indirect cost recoveries and user fees from other State agencies.

(A) Department Administration

Personal Services	<u>1,670,740</u>	<u>1,609,029</u>	<u>1,620,184</u>	<u>1,680,868</u>
<i>FTE</i>	19.4	19.2	19.5	19.8
General Fund	4,486	(2)	0	0
Cash Funds	25,497	0	0	15,648
Reappropriated Funds	1,640,757	1,609,031	1,620,184	1,665,220
Health, Life, and Dental	<u>2,022,815</u>	<u>2,024,121</u>	<u>2,122,540</u>	<u>2,118,222</u>
General Fund	433,709	476,270	597,931	582,820
Cash Funds	9,532	245,624	136,189	155,397
Reappropriated Funds	1,579,574	1,302,227	1,388,420	1,380,005
Short-term Disability	<u>29,286</u>	<u>30,464</u>	<u>34,270</u>	<u>35,975</u>
General Fund	7,753	5,346	12,480	12,726
Cash Funds	1,785	8,789	2,366	2,720
Reappropriated Funds	19,748	16,329	19,424	20,529
S.B. 04-257 Amortization Equalization Disbursement	<u>373,212</u>	<u>457,147</u>	<u>542,142</u>	<u>650,391</u>
General Fund	107,770	89,590	197,424	230,075
Cash Funds	21,234	99,238	37,438	49,175
Reappropriated Funds	244,208	268,319	307,280	371,141

*This line item includes a decision item.

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	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Appropriation	FY 2012-13 Request	Request vs. Appropriation
S.B. 06-235 Supplemental Amortization Equalization					
Disbursement	<u>233,289</u>	<u>343,309</u>	<u>435,648</u>	<u>558,931</u>	
General Fund	66,128	84,197	158,644	197,721	
Cash Funds	13,728	74,800	30,084	42,260	
Reappropriated Funds	153,433	184,312	246,920	318,950	
Shift Differential	<u>34,810</u>	<u>30,600</u>	<u>31,283</u>	<u>40,389</u>	
Cash Funds	0	0	4	0	
Reappropriated Funds	34,810	30,600	31,279	40,389	
Workers' Compensation	<u>291,834</u>	<u>296,051</u>	<u>216,983</u>	<u>240,133</u>	
General Fund	72,439	73,486	53,860	65,773	
Cash Funds	8,172	10,753	7,881	20,706	
Reappropriated Funds	211,223	211,812	155,242	153,654	
Operating Expenses	<u>83,080</u>	<u>70,759</u>	<u>95,440</u>	<u>100,481</u>	
Cash Funds	15,732	0	0	0	
Reappropriated Funds	67,348	70,759	95,440	100,481	
Legal Services	<u>184,243</u>	<u>169,088</u>	<u>194,045</u>	<u>194,045</u>	
General Fund	139,028	120,912	126,759	148,040	
Cash Funds	0	17	0	8,325	
Reappropriated Funds	45,215	48,159	67,286	37,680	
Administrative Law Judge Services	<u>6,191</u>	<u>5,226</u>	<u>2,890</u>	<u>4,549</u>	
Cash Funds	0	0	0	4,549	
Reappropriated Funds	6,191	5,226	2,890	0	

*This line item includes a decision item.

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	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Appropriation	FY 2012-13 Request	Request vs. Appropriation
Purchase of Services from Computer Center	<u>2,141,646</u>	<u>4,705,434</u>	<u>2,631,147</u>	<u>129,921</u>	
General Fund	884,787	1,465,202	0	74,440	
Cash Funds	0	358,622	323,612	5,475	
Reappropriated Funds	1,256,859	2,881,610	2,307,535	50,006	
Multiuse Network Payments	<u>67,547</u>	<u>160,722</u>	<u>178,927</u>	<u>396,464</u>	
General Fund	0	0	0	108,592	
Cash Funds	0	0	0	34,187	
Reappropriated Funds	67,547	160,722	178,927	253,685	
Management and Administration of OIT	<u>51,603</u>	<u>90,717</u>	<u>92,896</u>	<u>34,626</u>	
General Fund	10,681	11,582	10,949	9,484	
Cash Funds	1,445	7,902	8,307	2,986	
Reappropriated Funds	39,477	71,233	73,640	22,156	
Payment to Risk Management and Property Funds	<u>525,342</u>	<u>159,769</u>	<u>463,141</u>	<u>646,779</u>	
General Fund	130,400	11,484	0	177,156	
Cash Funds	14,711	2,797	45,846	55,770	
Reappropriated Funds	380,231	145,488	417,295	413,853	
Vehicle Lease Payments	<u>76,451</u>	<u>91,096</u>	<u>105,089</u>	<u>89,802</u>	*
Cash Funds	0	0	0	2,256	
Reappropriated Funds	76,451	91,096	105,089	87,546	
Leased Space	<u>1,188,018</u>	<u>1,218,163</u>	<u>1,270,593</u>	<u>1,270,593</u>	
General Fund	414,295	0	0	454,781	
Cash Funds	13,690	16,149	17,163	88,570	
Reappropriated Funds	760,033	1,202,014	1,253,430	727,242	

*This line item includes a decision item.

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Capitol Complex Leased Space	<u>875,107</u>	<u>994,125</u>	<u>846,033</u>	<u>941,594</u>	
General Fund	573,264	0	0	687,057	
Cash Funds	0	0	0	37,015	
Reappropriated Funds	301,843	994,125	846,033	217,522	
Communication Services Payments	<u>887</u>	<u>832</u>	<u>889</u>	<u>1,676</u>	
General Fund	887	832	889	838	
Reappropriated Funds	0	0	0	838	
Governor's Transition	<u>0</u>	<u>12,650</u>	<u>0</u>	<u>0</u>	
General Fund	0	12,650	0	0	
Health Insurance Portability and Accountability Act of 1996 - Security Remediation	<u>149,269</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<i>FTE</i>	0.3				
General Fund	33,369	0	0	0	
Reappropriated Funds	115,900	0	0	0	
Total Funds - (A) Department Administration	10,005,370	12,469,302	10,884,140	9,135,439	(16.1%)
<i>FTE</i>	<u>19.7</u>	<u>19.2</u>	<u>19.5</u>	<u>19.8</u>	<u>1.5%</u>
General Fund	2,878,996	2,351,549	1,158,936	2,749,503	137.2%
Cash Funds	125,526	824,691	608,890	525,039	(13.8%)
Reappropriated Funds	7,000,848	9,293,062	9,116,314	5,860,897	(35.7%)

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(B) Statewide Special Purpose

(I) Colorado State Employees Assistance Program

Personal Services	<u>605,834</u>	<u>611,709</u>	<u>609,415</u>	<u>621,877</u>	
<i>FTE</i>	8.9	8.8	10.0	10.0	
Reappropriated Funds	605,834	611,709	609,415	621,877	
Operating Expenses	<u>52,354</u>	<u>51,404</u>	<u>52,844</u>	<u>52,844</u>	
Reappropriated Funds	52,354	51,404	52,844	52,844	
Indirect Cost Assessment	<u>107,889</u>	<u>83,237</u>	<u>106,194</u>	<u>130,199</u>	
Reappropriated Funds	107,889	83,237	106,194	130,199	

Total Funds - (I) Colorado State Employees Assistance Program	766,077	746,350	768,453	804,920	4.7%
<i>FTE</i>	<u>8.9</u>	<u>8.8</u>	<u>10.0</u>	<u>10.0</u>	<u>0.0%</u>
Reappropriated Funds	766,077	746,350	768,453	804,920	4.7%

(II) Office of the State Architect

Office of the State Architect	<u>467,424</u>	<u>452,843</u>	<u>454,598</u>	<u>467,005</u>	
<i>FTE</i>	5.2	5.0	5.0	5.0	
General Fund	467,424	452,843	454,598	467,005	

Total Funds - (II) Office of the State Architect	467,424	452,843	454,598	467,005	2.7%
<i>FTE</i>	<u>5.2</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>0.0%</u>
General Fund	467,424	452,843	454,598	467,005	2.7%

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(III) Colorado State Archives

Personal Services	<u>487,200</u>	<u>516,119</u>	<u>517,885</u>	<u>530,013</u>	
<i>FTE</i>	7.5	7.9	8.0	8.0	
General Fund	433,336	405,496	399,359	408,974	
Cash Funds	109,538	79,951	108,035	110,302	
Reappropriated Funds	(55,674)	30,672	10,491	10,737	
Operating Expenses	<u>43,645</u>	<u>50,744</u>	<u>53,954</u>	<u>56,794</u>	
General Fund	43,645	0	48,711	51,551	
Reappropriated Funds	0	50,744	5,243	5,243	

Total Funds - (III) Colorado State Archives	530,845	566,863	571,839	586,807	2.6%
<i>FTE</i>	<u>7.5</u>	<u>7.9</u>	<u>8.0</u>	<u>8.0</u>	0.0%
General Fund	476,981	405,496	448,070	460,525	2.8%
Cash Funds	109,538	79,951	108,035	110,302	2.1%
Reappropriated Funds	(55,674)	81,416	15,734	15,980	1.6%

(IV) Address Confidentiality Program

Program Costs	<u>0</u>	<u>0</u>	<u>128,823</u>	<u>128,823</u>	
<i>FTE</i>	0.0	0.0	2.0	2.0	
Cash Funds	0	0	128,823	128,823	

Total Funds - (IV) Address Confidentiality Program	0	0	128,823	128,823	0.0%
<i>FTE</i>	<u>0.0</u>	<u>0.0</u>	<u>2.0</u>	<u>2.0</u>	0.0%
Cash Funds	0	0	128,823	128,823	0.0%

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(V) Other Statewide Special Purpose					
Test Facility Lease	<u>119,842</u>	<u>119,842</u>	<u>119,842</u>	<u>119,842</u>	
General Fund	119,842	119,842	119,842	119,842	
Employment Security Contract Payment	<u>17,400</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	
General Fund	10,889	11,264	11,264	11,264	
Reappropriated Funds	6,511	6,736	6,736	6,736	
Total Funds - (V) Other Statewide Special Purpose	137,242	137,842	137,842	137,842	0.0%
FTE	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0%</u>
General Fund	130,731	131,106	131,106	131,106	0.0%
Reappropriated Funds	6,511	6,736	6,736	6,736	0.0%
Total Funds - (B) Statewide Special Purpose	1,901,588	1,903,898	2,061,555	2,125,397	3.1%
FTE	<u>21.6</u>	<u>21.7</u>	<u>25.0</u>	<u>25.0</u>	<u>0.0%</u>
General Fund	1,075,136	989,445	1,033,774	1,058,636	2.4%
Cash Funds	109,538	79,951	236,858	239,125	1.0%
Reappropriated Funds	716,914	834,502	790,923	827,636	4.6%
Total Funds - (1) Executive Director's Office	11,906,958	14,373,200	12,945,695	11,260,836	(13.0%)
FTE	<u>41.3</u>	<u>40.9</u>	<u>44.5</u>	<u>44.8</u>	<u>0.7%</u>
General Fund	3,954,132	3,340,994	2,192,710	3,808,139	73.7%
Cash Funds	235,064	904,642	845,748	764,164	(9.6%)
Reappropriated Funds	7,717,762	10,127,564	9,907,237	6,688,533	(32.5%)

*This line item includes a decision item.

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(2) DIVISION OF HUMAN RESOURCES

The Division of Human Resources administers the statewide classified personnel system and employee benefits programs. It also manages the Office of Risk Management, including the procurement of property, casualty, and workers' compensation insurance policies.

(A) Human Resources Services

(I) State Agency Services

Personal Services	<u>1,696,672</u>	<u>1,576,597</u>	<u>1,593,907</u>	<u>1,632,757</u>	
<i>FTE</i>	20.1	18.1	20.2	20.2	
General Fund	(62,955)	(20,702)	0	0	
Cash Funds	5,074	0	0	0	
Reappropriated Funds	1,754,553	1,597,299	1,593,907	1,632,757	
Operating Expenses	<u>82,129</u>	<u>77,937</u>	<u>84,070</u>	<u>88,496</u>	
Cash Funds	1,712	0	0	0	
Reappropriated Funds	80,417	77,937	84,070	88,496	

Total Funds - (I) State Agency Services	1,778,801	1,654,534	1,677,977	1,721,253	2.6%
<i>FTE</i>	<u>20.1</u>	<u>18.1</u>	<u>20.2</u>	<u>20.2</u>	<u>0.0%</u>
General Fund	(62,955)	(20,702)	0	0	0.0%
Cash Funds	6,786	0	0	0	0.0%
Reappropriated Funds	1,834,970	1,675,236	1,677,977	1,721,253	2.6%

(II) Training Services

Training Services	<u>268,091</u>	<u>268,694</u>	<u>143,958</u>	<u>676,694</u>	*
<i>FTE</i>	1.7	1.0		1.0	
Cash Funds	145,969	35,098	52,963	29,055	
Reappropriated Funds	122,122	233,596	90,995	647,639	

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Training Services Contingency Funds	<u>0</u>	<u>0</u>	<u>47,987</u>	<u>0</u> *	
Cash Funds	0	0	17,655	0	
Reappropriated Funds	0	0	30,332	0	
Indirect Cost Assessment	<u>0</u>	<u>0</u>	<u>9,414</u>	<u>13,898</u>	
Reappropriated Funds	0	0	9,414	13,898	
Total Funds - (II) Training Services	268,091	268,694	201,359	690,592	243.0%
FTE	<u>1.7</u>	<u>1.0</u>	<u>0.0</u>	<u>1.0</u>	<u>0.0%</u>
Cash Funds	145,969	35,098	70,618	29,055	(58.9%)
Reappropriated Funds	122,122	233,596	130,741	661,537	406.0%
Total Funds - (A) Human Resources Services	2,046,892	1,923,228	1,879,336	2,411,845	28.3%
FTE	<u>21.8</u>	<u>19.1</u>	<u>20.2</u>	<u>21.2</u>	<u>5.0%</u>
General Fund	(62,955)	(20,702)	0	0	0.0%
Cash Funds	152,755	35,098	70,618	29,055	(58.9%)
Reappropriated Funds	1,957,092	1,908,832	1,808,718	2,382,790	31.7%
(B) Employee Benefits Services					
Personal Services	<u>658,509</u>	<u>770,578</u>	<u>768,333</u>	<u>778,013</u>	
FTE	9.2	10.6	10.0	10.0	
Cash Funds	667,634	770,578	768,333	778,013	
Reappropriated Funds	(9,125)	0	0	0	
Operating Expenses	<u>103,260</u>	<u>33,404</u>	<u>58,324</u>	<u>58,324</u>	
Cash Funds	103,260	33,404	58,324	58,324	

*This line item includes a decision item.

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Utilization Review	<u>31,773</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	
Cash Funds	31,773	40,000	40,000	40,000	
H.B. 07-1335 Supplemental State Contribution Fund	<u>1,553,915</u>	<u>451,599</u>	<u>1,335,924</u>	<u>1,335,924</u>	
Cash Funds	1,553,915	451,599	1,335,924	1,335,924	
Indirect Cost Assessment	<u>300,459</u>	<u>250,261</u>	<u>209,719</u>	<u>119,427</u>	
Cash Funds	0	250,261	209,719	119,427	
Reappropriated Funds	300,459	0	0	0	
Total Funds - (B) Employee Benefits Services	2,647,916	1,545,842	2,412,300	2,331,688	(3.3%)
FTE	<u>9.2</u>	<u>10.6</u>	<u>10.0</u>	<u>10.0</u>	<u>0.0%</u>
Cash Funds	2,356,582	1,545,842	2,412,300	2,331,688	(3.3%)
Reappropriated Funds	291,334	0	0	0	0.0%

(C) Risk Management Services

Personal Services	<u>498,280</u>	<u>648,820</u>	<u>640,149</u>	<u>753,646</u>	*
FTE	6.8	9.2	8.5	10.5	
Reappropriated Funds	498,280	648,820	640,149	753,646	
Operating Expenses	<u>55,014</u>	<u>55,356</u>	<u>57,121</u>	<u>68,427</u>	*
Reappropriated Funds	55,014	55,356	57,121	68,427	
Legal Services	<u>2,209,469</u>	<u>2,442,448</u>	<u>2,412,121</u>	<u>2,315,975</u>	
Cash Funds	0	104,880	0	0	
Reappropriated Funds	2,209,469	2,337,568	2,412,121	2,315,975	

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Liability Premiums	<u>4,705,904</u>	<u>5,090,471</u>	<u>5,115,286</u>	<u>4,674,104</u>	
Cash Funds	0	20,193	0	0	
Reappropriated Funds	4,705,904	5,070,278	5,115,286	4,674,104	
Property Premiums	<u>8,121,258</u>	<u>7,881,786</u>	<u>8,527,888</u>	<u>8,698,417</u>	
Cash Funds	0	19	0	0	
Reappropriated Funds	8,121,258	7,881,767	8,527,888	8,698,417	
Workers' Compensation Premiums	<u>40,945,315</u>	<u>35,441,933</u>	<u>36,376,710</u>	<u>38,808,757</u>	
Reappropriated Funds	40,945,315	35,441,933	36,376,710	38,808,757	
Indirect Cost Assessment	<u>201,592</u>	<u>183,888</u>	<u>178,656</u>	<u>52,088</u>	
Reappropriated Funds	201,592	183,888	178,656	52,088	
Total Funds - (C) Risk Management Services	56,736,832	51,744,702	53,307,931	55,371,414	3.9%
FTE	<u>6.8</u>	<u>9.2</u>	<u>8.5</u>	<u>10.5</u>	<u>23.5%</u>
Cash Funds	0	125,092	0	0	0.0%
Reappropriated Funds	56,736,832	51,619,610	53,307,931	55,371,414	3.9%
Total Funds - (2) Division of Human Resources	61,431,640	55,213,772	57,599,567	60,114,947	4.4%
FTE	<u>37.8</u>	<u>38.9</u>	<u>38.7</u>	<u>41.7</u>	<u>7.8%</u>
General Fund	(62,955)	(20,702)	0	0	0.0%
Cash Funds	2,509,337	1,706,032	2,482,918	2,360,743	(4.9%)
Reappropriated Funds	58,985,258	53,528,442	55,116,649	57,754,204	4.8%

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(3) CONSTITUTIONALLY INDEPENDENT ENTITIES

This division provides support for the State Personnel Board authorized in Article XII, Sections 13 through 15, of the Colorado Constitution. The Board has the authority to adopt by rule a uniform grievance procedure to be used by all principal departments and agencies for classified employees in the State personnel system.

(A) Personnel Board

Personal Services	<u>458,725</u>	<u>417,723</u>	<u>463,442</u>	<u>473,603</u>	
<i>FTE</i>	4.8	4.5	4.8	4.8	
General Fund	457,955	416,913	462,289	472,425	
Cash Funds	770	810	1,153	1,178	
Operating Expenses	<u>15,707</u>	<u>19,478</u>	<u>19,478</u>	<u>20,505</u>	
General Fund	14,243	0	0	1,027	
Cash Funds	1,464	0	0	0	
Reappropriated Funds	0	19,478	19,478	19,478	
Legal Services	<u>24,875</u>	<u>24,875</u>	<u>24,984</u>	<u>24,984</u>	
General Fund	24,875	24,875	24,984	24,984	

Total Funds - (A) Personnel Board	<u>499,307</u>	<u>462,076</u>	<u>507,904</u>	<u>519,092</u>	2.2%
<i>FTE</i>	<u>4.8</u>	<u>4.5</u>	<u>4.8</u>	<u>4.8</u>	0.0%
General Fund	497,073	441,788	487,273	498,436	2.3%
Cash Funds	2,234	810	1,153	1,178	2.2%
Reappropriated Funds	0	19,478	19,478	19,478	0.0%

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(B) Independent Ethics Commission					
Personal Services	<u>139,258</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<i>FTE</i>	1.6	0.0	0.0	0.0	
General Fund	139,258	0	0	0	
Operating Expenses	<u>11,032</u>	<u>0</u>	<u>0</u>	<u>0</u>	
General Fund	11,032	0	0	0	
Legal Services	<u>60,506</u>	<u>0</u>	<u>0</u>	<u>0</u>	
General Fund	60,506	0	0	0	
Total Funds - (B) Independent Ethics Commission	210,796	0	0	0	0.0%
<i>FTE</i>	<u>1.6</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0%</u>
General Fund	210,796	0	0	0	0.0%
Total Funds - (3) Constitutionally Independent Entities	710,103	462,076	507,904	519,092	2.2%
<i>FTE</i>	<u>6.4</u>	<u>4.5</u>	<u>4.8</u>	<u>4.8</u>	<u>0.0%</u>
General Fund	707,869	441,788	487,273	498,436	2.3%
Cash Funds	2,234	810	1,153	1,178	2.2%
Reappropriated Funds	0	19,478	19,478	19,478	0.0%

*This line item includes a decision item.

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(4) CENTRAL SERVICES

This division provides statewide support services, such as mail services, travel management, printing, copying, document reproduction, and data entry. It also administers the statewide fleet program, which purchases and manages vehicles for state agencies. The Facilities Maintenance section manages the buildings and grounds of the Capitol Complex, the Grand Junction State Services Building, and Camp George West.

(A) Administration

Personal Services	<u>722,102</u>	<u>717,936</u>	<u>723,273</u>	<u>740,605</u>	
<i>FTE</i>	8.6	9.0	10.0	10.0	
Reappropriated Funds	722,102	717,936	723,273	740,605	
Operating Expenses	<u>41,033</u>	<u>66,292</u>	<u>77,427</u>	<u>77,427</u>	
Reappropriated Funds	41,033	66,292	77,427	77,427	
Indirect Cost Assessment	<u>95,920</u>	<u>139,025</u>	<u>115,630</u>	<u>110,094</u>	
Reappropriated Funds	95,920	139,025	115,630	110,094	

Total Funds - (A) Administration	859,055	923,253	916,330	928,126	1.3%
<i>FTE</i>	<u>8.6</u>	<u>9.0</u>	<u>10.0</u>	<u>10.0</u>	<u>0.0%</u>
Reappropriated Funds	859,055	923,253	916,330	928,126	1.3%

(B) Integrated Document Solutions

(I) Reprographics Services

Personal Services	<u>940,045</u>	<u>811,727</u>	<u>991,777</u>	<u>1,058,085</u>	
<i>FTE</i>	19.3	19.0	20.6	20.6	*
Cash Funds	0	24,261	46,212	48,523	
Reappropriated Funds	940,045	787,466	945,565	1,009,562	

*This line item includes a decision item.

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Personal Services Contingency Funds	<u>0</u>	<u>0</u>	<u>48,725</u>	<u>0</u>	*
<i>FTE</i>					
Cash Funds	0	0	2,311	0	
Reappropriated Funds	0	0	46,414	0	
Operating Expenses	<u>3,265,776</u>	<u>3,092,922</u>	<u>3,511,352</u>	<u>3,681,206</u>	*
Cash Funds	0	59,358	118,129	124,035	
Reappropriated Funds	3,265,776	3,033,564	3,393,223	3,557,171	
Operating Expenses Contingency Funds	<u>0</u>	<u>0</u>	<u>175,567</u>	<u>0</u>	*
Cash Funds	0	0	5,906	0	
Reappropriated Funds	0	0	169,661	0	
Indirect Cost Assessment	<u>141,442</u>	<u>214,955</u>	<u>158,482</u>	<u>286,746</u>	*
Reappropriated Funds	141,442	214,955	158,482	286,746	
Total Funds - (I) Reprographics Services	4,347,263	4,119,604	4,885,903	5,026,037	2.9%
<i>FTE</i>	<u>19.3</u>	<u>19.0</u>	<u>20.6</u>	<u>20.6</u>	<u>0.0%</u>
Cash Funds	0	83,619	172,558	172,558	0.0%
Reappropriated Funds	4,347,263	4,035,985	4,713,345	4,853,479	3.0%

(II) Document Solutions Group

Personal Services	<u>2,573,163</u>	<u>2,523,979</u>	<u>3,239,019</u>	<u>3,597,663</u>	*
<i>FTE</i>	47.8	47.7	50.2	50.2	
Cash Funds	56,703	42,899	40,340	44,705	
Reappropriated Funds	2,516,460	2,481,080	3,198,679	3,552,958	

*This line item includes a decision item.

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Personal Services Contingency Funds	<u>0</u>	<u>0</u>	<u>320,089</u>	<u>0</u>	*
<i>FTE</i>					
Cash Funds	0	0	3,998	0	
Reappropriated Funds	0	0	316,091	0	
Operating Expenses	<u>482,217</u>	<u>420,575</u>	<u>606,216</u>	<u>511,294</u>	*
Reappropriated Funds	482,217	420,575	606,216	511,294	
Utilities	<u>44,139</u>	<u>53,253</u>	<u>69,000</u>	<u>69,000</u>	*
Reappropriated Funds	44,139	53,253	69,000	69,000	
Indirect Cost Assessment	<u>165,530</u>	<u>261,123</u>	<u>211,542</u>	<u>329,263</u>	*
Reappropriated Funds	165,530	261,123	211,542	329,263	
Total Funds - (II) Document Solutions Group	3,265,049	3,258,930	4,445,866	4,507,220	1.4%
<i>FTE</i>	<u>47.8</u>	<u>47.7</u>	<u>50.2</u>	<u>50.2</u>	<u>0.0%</u>
Cash Funds	56,703	42,899	44,338	44,705	0.8%
Reappropriated Funds	3,208,346	3,216,031	4,401,528	4,462,515	1.4%

(III) Mail Services

Personal Services	<u>1,912,039</u>	<u>1,746,270</u>	<u>1,912,491</u>	<u>2,016,858</u>	*
<i>FTE</i>	43.7	41.9	42.8	42.8	
Cash Funds	0	23,507	35,306	37,071	
Reappropriated Funds	1,912,039	1,722,763	1,877,185	1,979,787	

*This line item includes a decision item.

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Personal Services Contingency Funds	<u>0</u>	<u>0</u>	<u>95,166</u>	<u>0</u>	*
<i>FTE</i>					
Cash Funds	0	0	1,765	0	
Reappropriated Funds	0	0	93,401	0	
Operating Expenses	<u>7,845,978</u>	<u>7,547,893</u>	<u>8,395,957</u>	<u>8,920,755</u>	*
Cash Funds	0	47,725	72,000	75,600	
Reappropriated Funds	7,845,978	7,500,168	8,323,957	8,845,155	
Operating Expenses Contingency Funds	<u>0</u>	<u>0</u>	<u>524,798</u>	<u>0</u>	*
Cash Funds	0	0	3,600	0	
Reappropriated Funds	0	0	521,198	0	
Mail Equipment Purchase	<u>120,296</u>	<u>29,957</u>	<u>333,642</u>	<u>223,754</u>	*
General Fund	50,206	14,978	156,018	46,130	
Reappropriated Funds	70,090	14,979	177,624	177,624	
Indirect Cost Assessment	<u>158,748</u>	<u>252,286</u>	<u>226,720</u>	<u>304,556</u>	*
Reappropriated Funds	158,748	252,286	226,720	304,556	
Total Funds - (III) Mail Services	10,037,061	9,576,406	11,488,774	11,465,923	(0.2%)
<i>FTE</i>	<u>43.7</u>	<u>41.9</u>	<u>42.8</u>	<u>42.8</u>	<u>0.0%</u>
General Fund	50,206	14,978	156,018	46,130	(70.4%)
Cash Funds	0	71,232	112,671	112,671	0.0%
Reappropriated Funds	9,986,855	9,490,196	11,220,085	11,307,122	0.8%

*This line item includes a decision item.

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Total Funds - (B) Integrated Document Solutions	17,649,373	16,954,940	20,820,543	20,999,180	0.9%
<i>FTE</i>	<u>110.8</u>	<u>108.6</u>	<u>113.6</u>	<u>113.6</u>	<u>0.0%</u>
General Fund	50,206	14,978	156,018	46,130	(70.4%)
Cash Funds	56,703	197,750	329,567	329,934	0.1%
Reappropriated Funds	17,542,464	16,742,212	20,334,958	20,623,116	1.4%

(C) Fleet Management Program and Motor Pool Services

Personal Services	<u>809,839</u>	<u>712,642</u>	<u>697,050</u>	<u>737,783</u>	
<i>FTE</i>	13.3	12.8	14.0	14.0	
Reappropriated Funds	809,839	712,642	697,050	737,783	
Operating Expenses	<u>18,492,680</u>	<u>20,675,568</u>	<u>22,315,102</u>	<u>25,728,564</u>	*
Reappropriated Funds	18,492,680	20,675,568	22,315,102	25,728,564	
Operating Expenses Contingency Funds	<u>0</u>	<u>0</u>	<u>3,413,462</u>	<u>0</u>	*
Reappropriated Funds	0	0	3,413,462	0	
Vehicle Replacement Lease, Purchase or Lease/Purchase	<u>12,188,713</u>	<u>14,519,741</u>	<u>16,521,437</u>	<u>15,655,005</u>	*
Reappropriated Funds	12,188,713	14,519,741	16,521,437	15,655,005	
Indirect Cost Assessment	<u>433,688</u>	<u>641,731</u>	<u>614,667</u>	<u>681,276</u>	
Reappropriated Funds	433,688	641,731	614,667	681,276	

Total Funds - (C) Fleet Management Program and Motor Pool Services	31,924,920	36,549,682	43,561,718	42,802,628	(1.7%)
<i>FTE</i>	<u>13.3</u>	<u>12.8</u>	<u>14.0</u>	<u>14.0</u>	<u>0.0%</u>
Reappropriated Funds	31,924,920	36,549,682	43,561,718	42,802,628	(1.7%)

*This line item includes a decision item.

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(D) Facilities Maintenance					
(I) Capitol Complex Facilities					
Personal Services	<u>2,490,687</u>	<u>2,785,898</u>	<u>2,657,907</u>	<u>2,709,583</u>	*
<i>FTE</i>	49.5	54.1	53.2	53.2	
Reappropriated Funds	2,490,687	2,785,898	2,657,907	2,709,583	
Operating Expenses	<u>1,842,994</u>	<u>1,968,318</u>	<u>1,703,575</u>	<u>1,703,575</u>	*
Cash Funds	0	55,195	0	0	
Reappropriated Funds	1,842,994	1,913,123	1,703,575	1,703,575	
Capitol Complex Repairs	<u>56,519</u>	<u>56,520</u>	<u>56,520</u>	<u>56,520</u>	*
Reappropriated Funds	56,519	56,520	56,520	56,520	
Capitol Complex Security	<u>323,000</u>	<u>353,365</u>	<u>367,663</u>	<u>367,663</u>	*
Reappropriated Funds	323,000	353,365	367,663	367,663	
Utilities	<u>3,354,250</u>	<u>4,107,820</u>	<u>3,420,028</u>	<u>3,420,028</u>	*
Reappropriated Funds	3,354,250	4,107,820	3,420,028	3,420,028	
Indirect Cost Assessment	<u>416,060</u>	<u>525,058</u>	<u>457,027</u>	<u>455,882</u>	*
Reappropriated Funds	416,060	525,058	457,027	455,882	
Total Funds - (I) Capitol Complex Facilities	8,483,510	9,796,979	8,662,720	8,713,251	0.6%
<i>FTE</i>	<u>49.5</u>	<u>54.1</u>	<u>53.2</u>	<u>53.2</u>	<u>0.0%</u>
Cash Funds	0	55,195	0	0	0.0%
Reappropriated Funds	8,483,510	9,741,784	8,662,720	8,713,251	0.6%

*This line item includes a decision item.

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(II) Grand Junction State Services Building					
Personal Services	<u>46,610</u>	<u>0</u>	<u>44,775</u>	<u>45,646</u>	*
<i>FTE</i>	1.0	0.0	1.0	1.0	
Reappropriated Funds	46,610	0	44,775	45,646	
Operating Expenses	<u>76,121</u>	<u>0</u>	<u>76,873</u>	<u>76,873</u>	*
Reappropriated Funds	76,121	0	76,873	76,873	
Utilities	<u>83,061</u>	<u>0</u>	<u>83,061</u>	<u>83,061</u>	*
Reappropriated Funds	83,061	0	83,061	83,061	
Total Funds - (II) Grand Junction State Services Building	205,792	0	204,709	205,580	0.4%
<i>FTE</i>	<u>1.0</u>	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	0.0%
Reappropriated Funds	205,792	0	204,709	205,580	0.4%

(III) Camp George West

Personal Services	<u>69,282</u>	<u>0</u>	<u>74,214</u>	<u>75,657</u>	*
<i>FTE</i>	1.1	0.0	1.0	1.0	
Reappropriated Funds	69,282	0	74,214	75,657	
Operating Expenses	<u>146,173</u>	<u>0</u>	<u>103,586</u>	<u>103,586</u>	*
Reappropriated Funds	146,173	0	103,586	103,586	
Utilities	<u>406,361</u>	<u>0</u>	<u>369,660</u>	<u>369,660</u>	*
Reappropriated Funds	406,361	0	369,660	369,660	

*This line item includes a decision item.

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Total Funds - (III) Camp George West	621,816	0	547,460	548,903	0.3%
<i>FTE</i>	<u>1.1</u>	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>0.0%</u>
Reappropriated Funds	621,816	0	547,460	548,903	0.3%
Total Funds - (D) Facilities Maintenance	9,311,118	9,796,979	9,414,889	9,467,734	0.6%
<i>FTE</i>	<u>51.6</u>	<u>54.1</u>	<u>55.2</u>	<u>55.2</u>	<u>0.0%</u>
Cash Funds	0	55,195	0	0	0.0%
Reappropriated Funds	9,311,118	9,741,784	9,414,889	9,467,734	0.6%
Total Funds - (4) Central Services	59,744,466	64,224,854	74,713,480	74,197,668	(0.7%)
<i>FTE</i>	<u>184.3</u>	<u>184.5</u>	<u>192.8</u>	<u>192.8</u>	<u>0.0%</u>
General Fund	50,206	14,978	156,018	46,130	(70.4%)
Cash Funds	56,703	252,945	329,567	329,934	0.1%
Reappropriated Funds	59,637,557	63,956,931	74,227,895	73,821,604	(0.5%)

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(5) DIVISION OF ACCOUNTS AND CONTROL - CONTROLLER

The State Controller's office manages the financial affairs for all State departments. These responsibilities include: statewide financial reporting; providing policy and procedural guidance; managing State contracts; and developing the statewide indirect cost allocation plan. The Division receives cash funds from the Supplier Database Cash Fund (Section 24-102-202.5, C.R.S.) and rebates associated with the Procurement Card Program.

(A) Office of the State Controller

Personal Services	<u>2,128,507</u>	<u>2,206,471</u>	<u>2,650,250</u>	<u>2,588,850</u>	
<i>FTE</i>	25.0	27.5	37.0	34.8	
General Fund	395,733	983,508	2,243,399	1,262,214	
Cash Funds	1,375,483	578,565	272,555	200,189	
Reappropriated Funds	357,291	644,398	134,296	1,126,447	
Operating Expenses	<u>80,438</u>	<u>108,252</u>	<u>227,068</u>	<u>130,275</u>	
General Fund	0	0	0	0	
Cash Funds	80,438	18,253	105,998	105,998	
Reappropriated Funds	0	89,999	121,070	24,277	
Recovery Audit Program Disbursements	<u>0</u>	<u>0</u>	<u>1,600,000</u>	<u>1,600,000</u>	
Cash Funds	0	0	1,600,000	1,600,000	

Total Funds - (A) Office of the State Controller	2,208,945	2,314,723	4,477,318	4,319,125	(3.5%)
<i>FTE</i>	<u>25.0</u>	<u>27.5</u>	<u>37.0</u>	<u>34.8</u>	(5.9%)
General Fund	395,733	983,508	2,243,399	1,262,214	(43.7%)
Cash Funds	1,455,921	596,818	1,978,553	1,906,187	(3.7%)
Reappropriated Funds	357,291	734,397	255,366	1,150,724	350.6%

*This line item includes a decision item.

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(B) State Purchasing Office

Personal Services	<u>858,496</u>	<u>923,977</u>	<u>788,727</u>	<u>805,769</u>	
<i>FTE</i>	9.0	8.7	12.5	12.5	
General Fund	(71,413)	55,645	0	0	
Cash Funds	929,909	868,332	788,727	805,769	
Operating Expenses	<u>71,650</u>	<u>158,731</u>	<u>27,000</u>	<u>27,000</u>	
Cash Funds	71,650	158,731	27,000	27,000	

Total Funds - (B) State Purchasing Office	930,146	1,082,708	815,727	832,769	2.1%
<i>FTE</i>	<u>9.0</u>	<u>8.7</u>	<u>12.5</u>	<u>12.5</u>	<u>0.0%</u>
General Fund	(71,413)	55,645	0	0	0.0%
Cash Funds	1,001,559	1,027,063	815,727	832,769	2.1%

(C) Supplier Database

Personal Services	<u>251,601</u>	<u>240,573</u>	<u>234,163</u>	<u>238,271</u>	
<i>FTE</i>	1.7	2.7	4.0	4.0	
Cash Funds	251,601	240,573	234,163	238,271	
Operating Expenses	<u>44,121</u>	<u>45,573</u>	<u>1,150,510</u>	<u>1,150,510</u>	
Cash Funds	44,121	45,573	1,150,510	1,150,510	

Total Funds - (C) Supplier Database	295,722	286,146	1,384,673	1,388,781	0.3%
<i>FTE</i>	<u>1.7</u>	<u>2.7</u>	<u>4.0</u>	<u>4.0</u>	<u>0.0%</u>
Cash Funds	295,722	286,146	1,384,673	1,388,781	0.3%

*This line item includes a decision item.

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(D) Collections Services					
Personal Services	<u>888,785</u>	<u>916,561</u>	<u>904,777</u>	<u>924,596</u>	
<i>FTE</i>	18.6	18.4	20.0	20.0	
Cash Funds	598,390	916,561	904,777	924,596	
Reappropriated Funds	290,395	0	0	0	
Operating Expenses	<u>253,545</u>	<u>333,914</u>	<u>349,085</u>	<u>649,085</u>	*
Cash Funds	253,545	333,914	349,085	649,085	
Collection of Debts Due to the State	<u>0</u>	<u>0</u>	<u>20,702</u>	<u>0</u>	
Cash Funds	0	0	20,702	0	
Private Collection Agency Fees	<u>790,457</u>	<u>775,218</u>	<u>1,105,136</u>	<u>1,105,136</u>	
Cash Funds	153,833	775,218	1,105,136	1,105,136	
Reappropriated Funds	636,624	0	0	0	
Indirect Cost Assessment	<u>164,551</u>	<u>342,534</u>	<u>270,124</u>	<u>288,718</u>	
Cash Funds	0	342,534	270,124	288,718	
Reappropriated Funds	164,551	0	0	0	
Total Funds - (D) Collections Services	2,097,338	2,368,227	2,649,824	2,967,535	12.0%
<i>FTE</i>	<u>18.6</u>	<u>18.4</u>	<u>20.0</u>	<u>20.0</u>	<u>0.0%</u>
Cash Funds	1,005,768	2,368,227	2,649,824	2,967,535	12.0%
Reappropriated Funds	1,091,570	0	0	0	0.0%

*This line item includes a decision item.

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Total Funds - (5) Division of Accounts and Control - Controller	5,532,151	6,051,804	9,327,542	9,508,210	1.9%
<i>FTE</i>	<u>54.3</u>	<u>57.3</u>	<u>73.5</u>	<u>71.3</u>	(3.0%)
General Fund	324,320	1,039,153	2,243,399	1,262,214	(43.7%)
Cash Funds	3,758,970	4,278,254	6,828,777	7,095,272	3.9%
Reappropriated Funds	1,448,861	734,397	255,366	1,150,724	350.6%

(6) ADMINISTRATIVE COURTS

This division provides an independent administrative law adjudication system for state agencies in order to resolve cases that deal with workers' compensation, human services, and regulatory law. The Division offers a full range of alternative dispute resolution options, including evidentiary hearings, settlement conferences, and mediation.

Personal Services	<u>2,990,620</u>	<u>3,116,039</u>	<u>3,198,184</u>	<u>3,266,376</u>	
<i>FTE</i>	36.9	36.6	40.0	40.0	
Cash Funds	0	103,743	48,532	94,187	
Reappropriated Funds	2,990,620	3,012,296	3,149,652	3,172,189	
Operating Expenses	<u>139,158</u>	<u>134,589</u>	<u>134,597</u>	<u>551,572</u>	*
Cash Funds	0	0	0	0	
Reappropriated Funds	139,158	134,589	134,597	551,572	
Indirect Cost Assessment	<u>326,407</u>	<u>258,320</u>	<u>185,047</u>	<u>15,853</u>	
Cash Funds	0	0	0	0	
Reappropriated Funds	326,407	258,320	185,047	15,853	

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Total Funds - (6) Administrative Courts	3,456,185	3,508,948	3,517,828	3,833,801	9.0%
<i>FTE</i>	<u>36.9</u>	<u>36.6</u>	<u>40.0</u>	<u>40.0</u>	<u>0.0%</u>
Cash Funds	0	103,743	48,532	94,187	94.1%
Reappropriated Funds	3,456,185	3,405,205	3,469,296	3,739,614	7.8%
Total Funds - Department of Personnel and Administration	142,781,503	143,834,654	158,612,016	159,434,554	0.5%
<i>FTE</i>	<u>361.0</u>	<u>362.7</u>	<u>394.3</u>	<u>395.4</u>	<u>0.3%</u>
General Fund	4,973,572	4,816,211	5,079,400	5,614,919	10.5%
Cash Funds	6,562,308	7,246,426	10,536,695	10,645,478	1.0%
Reappropriated Funds	131,245,623	131,772,017	142,995,921	143,174,157	0.1%

*This line item includes a decision item.

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Department of Department of Personnel and Administration**

APPENDIX B: SUMMARY OF MAJOR LEGISLATION

- **S.B. 11-025 (Carroll/Ferrandino): Colorado Taxpayer Empowerment Act 2011.** This legislation requires that personal services contracts of more than \$100,000 entered into under the state procurement code specify that the contract and its performance measures and standards are open to public inspection, unless prohibited by federal law. Access to these types of documents is governed by the Colorado Open Records Act (CORA). The legislation also clarifies that procurement information and contracts are public records. Current law requires that performance measures and standards are developed by the contracting governmental body specifically for each personal services contract and negotiated with the vendor prior to execution of the contract. The bill also makes the agreements with certified employee organizations (e.g., Colorado WINS) open to public inspection.
- **S.B. 11-051 (Giron/Swerdfeger): Gaming & Lottery Intercepts State Debt.** Under current law, outstanding debts related to unpaid child support certified by the Department of Human Services and court-ordered restitution are deducted by the Department of Revenue (DOR) prior to disbursement of a person's lottery winnings, limited gaming prizes, and pari-mutuel (racing) wagering winnings. The legislation establishes a similar program to allow the DOR to offset unpaid debts due to the state that are certified by the Department of Personnel, beginning January 1, 2012. An outstanding debt does not include any debt collected by the Department of Personnel for a political subdivision of the state. The offset for state debt will occur after existing offsets are complete. The legislation requires the Department of Revenue to promulgate a rule to allow each limited gaming and pari-mutuel wagering licensee to retain at least \$30 of each payment withheld to cover the licensee's costs of compliance with the bill. This amount will be added to the debtor's outstanding debt.
- **S.B. 11-076 (Steadman / Becker): PERA Contribution Rates.** This legislation changes contributions to the Public Employees' Retirement Association (PERA). For the state and judicial divisions, it temporarily shifts 2.5 percent of the total contribution from employers to employees for FY 2011-12 only.
- **S.B. 11-163 (Lambert/Gerou): Repeal Alternate Fuels Rebate Program.** Under current law the Alternative Fuels Rebate Program allows certain state and local government entities and certain tax-exempt non-governmental entities to receive a tax rebate for specific types of alternative fuel vehicles and vehicles converted to use alternative fuels. The program is administered by the Colorado Department of Revenue (DOR) and rebates are given for vehicles that meet certain standards. This legislation repeals the Alternative Fuels Rebate Program and transfers the balance of the cash fund to the General Fund. The Department of Personnel and Administration frequently received rebates through this program in the past, and will cease to do so based on this legislation.

- **H.B. 11-1030 (Gardner/Boyd): Procurement Set Aside Program.** Under current law, state agencies are required to first solicit bids for certain services from nonprofit agencies (vendors) that employ persons with severe disabilities. Each year, the Department of Personnel and Administration (DPA) publishes a list of services for which the requirements of this set aside program apply. This legislation clarifies that participating vendors must operate in Colorado and directs state agencies to include language in all contracts that require a vendor to maintain requirements for self-certification through the end of the contract. The bill was signed into law by the Governor on March 21, 2011, and takes effect August 10, 2011, assuming no referendum petition is filed.
- **H.B. 11-1080 (Todd/King): Address Confidentiality Program.** This legislation transfers the existing Address Confidentiality Program from the Office of the Secretary of State to the Department of Personnel and Administration (DPA). The Address Confidentiality Program was established in the Department of State in 2007. The purpose of the program is to establish a confidential substitute address for a program participant to be used by state and local government agencies whenever possible; to provide agencies access to the participant's actual address, when appropriate; to establish a mail forwarding system for program participants; and to ensure there is adequate funding to pay the program costs for everyone who applies. Program participants are victims of domestic violence, sexual offenses, or stalking.
- **H.B. 11-1115 (Priola/Tochtropp): Public Entity Construction Retainage.** This legislation sets payment standards for construction contracts between contractors and public entities with contracts exceeding \$150,000 and reduces the amount that may be withheld from a contractor to ensure that work is satisfactorily completed. Under current law, 10 percent of the contract amount is retained through the first half of the project. After the project reaches 50 percent completion, the state releases remaining installment payments without holding retainage, provided it determines that satisfactory progress is being made on the work. This bill reduces the amount of retainage held to 5 percent of the total project and removes the timing restrictions. A final settlement is to be made within 60 days of contract completion and acceptance by the public entity.
- **H.B. 11-1212 (Tyler/Spence): Lean Gov Principle & Performance Budgets.** This legislation amends the State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act, concerning performance-based state budgeting, to incorporate lean government principles, including a detailed definition of principles authorized by the bill. The legislation requires a report on how LEAN principles are applied within the department, if the department elects to include lean government principles in its strategic plan.
- **H.B. 11-1216 (Riesberg/Aguilar): Disability Benefit License Plate Numbers.** This legislation creates the Laura Hershey Disability-Benefit Support Act (Act), and subject to available moneys, establishes a program to award state contracts to one or more non-profit organizations that assist disabled persons with obtaining benefits. The 9-member Disabled-Benefit Support Contract Committee (DBSCC) is created in the Department of Personnel and Administration (DPA) and tasked with contracting and evaluation of services. Revenue for

the program is generated through the receipt of gifts, grants, and donations, and the sale of uniquely valuable license plates. The DBSCC is authorized to hire employees or obtain the services of professional advisors, except legal counsel is to be provided by the Attorney General. The Act is repealed September 1, 2021, following a sunset review.

- **H.B. 11-1301 (Waller/Schwartz): Higher Ed Institutions Efficiency.** This omnibus legislation makes several changes to state law concerning state institutions of higher education. The legislation impacts the Department of Personnel and Administration, as follows:
 - Indemnification. The legislation allows an institution that has been designated as an enterprise to contract to indemnify and hold harmless a building contractor if there is a valid public purpose and the benefits of the contract outweigh the risks. The state risk management fund will not be responsible for any liability claims or expenses that may arise as a result of an indemnified contract. Rather, the institution is solely responsible for paying any claim.
 - Purchasing requirement. Currently, state agencies and state institutions of higher education have discretion to purchase goods and services from CCI; however, all state agencies are required to use CCI when purchasing office furniture and office cubicles. The legislation removes the institutions from this requirement; however, when institutions make a request for competitive bids, they must allow CCI to participate in the competition. If an institution chooses to purchase goods and services from CCI, the institutions are not required to entertain other bids.
 - Personnel. The legislation amends the types of employees that may be exempted from the state classified system to include employees in positions funded by private gifts and grants, or from revenue generated by auxiliary (self-supporting) activities. The bill removes the requirement that the president at each institution report to the Department of Personnel and Administration (DPA) a list of all positions at the institution that are exempt from the state classified system. The bill exempts the institutions from certain limitations on personal services contracts, providing the institution's chief executive officer determines that certain conditions are met for contracts that implicate the state personnel system. Currently, state employees may participate in a program to recognize employee ideas that improve state government operations. This bill exempts the employees of institutions of higher education from the program. State institutions are authorized to offer an employee incentive program to all employees as an alternative to the general employee incentive plan offered for state classified employees; however, the institutions' incentive plan must include most of the elements required under the state plan. Finally, this section of the bill allows the institutions to offer additional or separate group insurance plans to their classified employees, providing the institutions consult with the Governor's office and notify the director of the DPA at least 12 months in advance. If the director concludes, based on actuarial data, that ceasing to offer an existing insurance plan will result in an increase in costs for that plan, or any other insurance plan that DPA contracts to offer to state classified employees, the institutions may not opt out of that plan, and may not offer additional or separate plans to the institutions' employees.
 - Capital construction. The legislation clarifies that adjustments to cash-funded projects that have been approved prior to January 1, 2010, are subject to the same streamlined

approval process established for projects approved after this date, and that these approved projects may be reported in an annual expenditure report to the state controller instead of being reported quarterly. Higher education institution cash-funded projects approved after January 1, 2010, are not subject to appropriation. Currently, when an institution funds a capital construction project with both state and private money, spending must be done proportionally from both sources as the project progresses. This bill allows the institution to receive the full appropriation of state moneys at any time prior to, during, or after the receipt of the private money, but in the event there are moneys remaining after the project is completed, the institution is required to refund moneys to the state in proportion to the amount of state capital construction dollars appropriated for the project. The legislation permits the institutions to purchase scientific equipment without approval or oversight by the DPA, if the purchase is made without state appropriations from the Capital Construction Fund. The bill also exempts this type of purchases from legislative oversight because it is no longer included in the definition of capital construction.

- **H.B.11-1307 (Becker/Steadman): Recovery Audits.** This legislation extends an existing, time-limited recovery audit process under the Office of the State Controller. On or before July 1, 2011, and every third year thereafter, the State Controller is directed to contract with a consultant to conduct audits to recover improper payments of fees, gifts, grants, donations, and other state and federal moneys not specifically excluded by law or rule. It establishes a process to exempt all or part of a state agency when a recovery audit is unlikely to yield significant benefits or the state agency is already subject to recovery audits under federal or state law. Moneys collected from a recovery audit, appropriated or transferred by the General Assembly are credited to the newly created Recovery Audit Cash Fund and are annually appropriated by the General Assembly to the State Controller to pay contractor fees, state agency recovery audit costs, and any amounts due to the federal government. At the end of the audit cycle, any remaining moneys are transferred to the General Fund or, if required by the constitution or as a result of a gift, grant, or donation, to the fund from which the improper payment was originally made. By June 30, 2013, and every third year thereafter, the State Controller is directed to report on recovery audits to the General Assembly and post this information on its website.
- **H.B. 11-1310 (Sonnenberg/Bacon): Funding For Capitol Dome Restoration.** This legislation transfers up to \$5.0 million from the State Historical Fund to the Capitol Dome Restoration Fund for FY 2013-14. All moneys transferred from the State Historical Fund shall be reduced, dollar for dollar, by the combined total of moneys deposited in the Capitol Dome Restoration Trust Fund from fund-raising efforts on behalf of the State Capitol Dome Restoration Project, or from grants made by the State Historical Society for the project. In addition, the legislation permits the Department of Personnel and Administration, in cooperation with Colorado Preservation, Inc., to calculate the value of any in-kind gifts and donations that result in the reduction of the total project cost. The department shall present the calculation of value to the CDC for approval, no later than 60 days after the receipt of an in-kind gift and donation. The legislation also applies the dollar for dollar reduction to the FY 2010-11 transfer from the State Historical Fund to the Capitol Dome Restoration Fund on behalf of the project. This transfer is already complete and moneys have been appropriated

from this source. This section allows moneys to be repaid to the State Historical Fund at the end of the project in the event there are surplus moneys from the fund-raising efforts available in the Capitol Dome Restoration Trust Fund. Finally, the legislation requires, prior to the end of FY 2014-15, a complete accounting of the total of in-kind and monetary donations received on behalf of the project and of project expenditures in order to ensure that all contributions from the State Historical Fund are reduced dollar for dollar.

**FY 2012-13 Joint Budget Committee Staff Budget Briefing
Department of Department of Personnel and Administration**

**APPENDIX C: UPDATE OF FY 2011-12
LONG BILL FOOTNOTES AND REQUESTS FOR INFORMATION**

Long Bill Footnotes

- 48a Department of Personnel and Administration, Division of Human Resources, Employee Benefits Services** -- It is the intent of the General Assembly that the Department shall submit to the Joint Budget Committee the projected premium increases for State and employee contributions for employee group benefits for the upcoming fiscal year. The information shall be submitted in time to be considered as a part of the Joint Budget Committee staff's annual total compensation recommendations for the upcoming fiscal year.

Requests for Information

- 5. All Departments, Totals** -- Every department is requested to submit to the Joint Budget Committee, by November 1, 2011 information on the number of additional federal and cash funds FTE associated with any federal grants or private donations that were received in FY 2010-11. The Departments are also requested to identify the number of additional federal and cash funds FTE associated with any federal grants or private donations that are anticipated to be received during FY 2011-12.

Department of Personnel and Administration Response – As of November 1, 2011, the Department has no federal or cash funds FTE associated with any federal grants or private donations that are applied for or received during FY 2010-11, not otherwise included in the Long Bill. At this time, the Department is not aware of any federal grants or private donations that will be received during FY 2011-12 that would increase its FTE.

- H.B. 10-1178: 24-75-1303. Report to general assembly.** (1) On or before November 1, 2011, and on or before November 1 of each year thereafter, each state agency shall submit to the Joint Budget Committee of the General Assembly a report, in accordance with Generally Accepted Accounting Principles, of all grants made to the state agency during the immediately preceding state fiscal year, which grants provided funding for a bill enacted by the General Assembly that relies entirely or in any part on grant moneys for the funding source of the program, service, study, interim committee, or other governmental function required by the bill. The state agency shall be prepared to review the report at the state agency's briefing with the Joint Budget Committee in connection with its annual budget request.

Department of Personnel and Administration Response:

Non-Governmental Entity Grants.

Capitol Dome Restoration. For FY 2010-11, two special bills were enacted that rely in part on grant (including gifts and donations) moneys for the funding source of a program to restore and preserve the Colorado State Capitol Dome Exterior Enclosure. Note that neither bill actually makes an appropriation, but relies on the annual budget process to do so.

SB 10-192 transfers \$4.0 million from the State Historical Fund to the Capitol Dome Restoration Fund for FY 2010-11. All moneys transferred from the State Historical Fund are to come from that portion of the fund reserved for the Statewide Grant Program for Preservation. For FY 2011-12 and FY 2012-13, the bill transfers up to \$4.0 million, and specifies that: the \$4.0 million maximum amount transferred shall be reduced, dollar for dollar, by the combined total of donations received through cause-related marketing, and, by any grants made by the State Historical Society to repair the capitol dome.

HB 10-1402 authorizes the Capital Development Committee (CDC) to approve and oversee a two-year grassroots fund-raising effort and any agreements made with a nonprofit statewide historic preservation organization (nonprofit) and a marketing firm for a cause-related marketing and cause-related sponsorship program to raise money to repair the state capitol dome. The bill specifies the powers and duties of the CDC regarding this effort. Additionally, the Capitol Building Advisory Committee is authorized to review, advise, and make recommendations to the CDC about proposed fund-raising efforts.

As moneys are needed for discrete phases of the project, the nonprofit and the Department of Personnel and Administration shall coordinate the timing and amount of the donation of moneys raised through the fund-raising efforts. Moneys received shall be credited to the Capitol Dome Restoration Trust Fund and used to pay for costs to restore the state capitol dome subject to both an approved capital construction project request and appropriations by the legislature.

Donations Received in FY 2010-11

For FY 2010-11, a total of \$75,262 was raised from donations towards the Capitol Dome project. The attached quarterly reports for FY 2010-11 to the Capital Development Committee are from Share in the Care Colorado, the cause-related marketing firm chosen by the State, and detail all donations made in that fiscal year. The amount of funding to be received through donations is not pre-determined and will be variable for each year that the fund-raising campaign is in effect. The project is currently scheduled to be completed in FY 2013-14.

Statement of the state agency's intent regarding the sustainability of each program or service that is funded entirely or in any part by grant moneys in the event that

grant moneys are no longer available to support the program or service in the future.

The Department believes that the sustainability of the Capitol Dome Restoration project is not at risk of decline. The balance of revenues required for the project not otherwise raised through gifts and donations shall come from the State Historical Fund, pursuant to statute.

Federal Governmental Entity Grants.

There were no special bills applicable to the Department for FY 2010-11 that relied entirely or in any part on federal grant moneys for the funding source of the program, service, study, interim committee, or other governmental function required by the bill.



State of Colorado

LOIS TOCHTROP, CHAIR
Senator
CINDY ACREE, VICE CHAIR
Representative
DEB GARDNER
Representative
LUCIA GUZMAN
Senator

LEGISLATIVE AUDIT COMMITTEE
Legislative Services Building - Second Floor
200 East 14th Avenue
Denver, Colorado 80203

JAMES KERR
Representative
STEVE KING
Senator
JOE MIKLOSI
Representative
SCOTT RENFROE
Senator

October 31, 2011

Representative Cheri Gerou, Chair
Joint Budget Committee

Dear Representative Gerou:

The Legislative Audit Committee has been concerned about departments not implementing audit recommendations that they have agreed to implement. The State Auditor and her staff have developed a database to track recommendations and produce reports identifying those not implemented. We are providing these reports for your consideration as you evaluate the budget requests for the Department of Personnel & Administration.

Attached you will find information regarding the following recommendations:

Department of Personnel & Administration		
<u>Number of Recommendations</u>	<u>Audit of Origination</u>	<u>Audit Date</u>
5	State of Colorado Statewide Single Audit	Fiscal Year Ended June 30, 2009
6	State Personnel Board Performance Audit	July 2009
1	Performance Audit of the Employee Benefits Program	November 2010
1	Office of Administrative Courts Performance Audit	September 2008

Thank you for integrating this into your budget process.

Sincerely,

Senator Lois Tochtrop, Chair
Legislative Audit Committee

Office of the State Auditor Recommendations

Financial Recommendations Not Entirely Implemented As of Fiscal Year Ending June 30, 2010

Agency	Recommendation	Statewide Single Audit, Fiscal Year Ending June 30, 2010 Current Recommendation or Disposition of Prior Recommendation				Statewide Single Audit, Fiscal Year Ending June 30, 2009 Report # 1994				Statewide Single Audit, Fiscal Year Ending June 30, 2008 Report # 1970				Statewide Single Audit, Fiscal Year Ending June 30, 2007 Report # 1901			
		Rec Number	Finding Classification	Implementation Status	Implementation Date or Disposition	Rec Number	Finding Classification	Implementation Status	Implementation Date or Disposition	Rec Number	Finding Classification	Implementation Status	Implementation Date or Disposition	Rec Number	Finding Classification	Implementation Status	Implementation Date or Disposition
Department of Personnel & Administration	Improve its internal controls over capital assets by: (a) ensuring that useful lives are accurately applied when calculating the accounting gain or loss on the disposal of vehicles.	28a	Deficiency in Internal Control	Partially Implemented	Ongoing	28a	Significant Deficiency	N/A	Ongoing								
Department of Personnel & Administration	Improve its internal controls over capital assets by: (b) investigating and resolving differences identified during the reconciliation process to ensure that Colorado Automotive Reporting System (CARS) and COFRS data are accurate and that necessary adjustments are made.	28b	Deficiency in Internal Control	Partially Implemented	Ongoing	28b	Significant Deficiency	N/A	Ongoing								
Department of Personnel & Administration	Improve its internal controls over capital assets by: (c) ensuring that vehicle sale losses and depreciation expense are accurately recorded in COFRS.	28c	Deficiency in Internal Control	Partially Implemented	Ongoing	28c	Significant Deficiency	N/A	Ongoing								
Department of Personnel & Administration	Strengthen overall accounting controls by: (b) ensuring that adequate supervisory reviews are in place and documented for all accounting functions.	32b	Deficiency in Internal Control	Partially Implemented	June 2010	32b	Deficiency in Internal Control	N/A	Agree - original implementation date is June 2010								



Office of the State Auditor Audit Recommendations

All Performance and IT Recommendations That Agency Agreed to Implement But Are Past Due

Agency	Date Audit Released by LAC	Name of Audit	Audit Rec Number	Agency Response	Original Implementation Date *1	Current Implementation Date *2	Main Recommendation Text	Recommendation Sub-part Text	Implementation Status	Source of Implementation Status	Date of Implementation Status Report	Agency Comments from Status Report
Department of Personnel & Administration	2009 July	Department of Personnel & Administration and State Personnel Board	1983-1	Agree	2010 July		Assist state agencies and higher education institutions in implementing effective workforce planning tools by providing training and online technical assistance on implementing metrics related to hiring and succession planning.		Not Implemented	Self-Reported by Agency	2011 January	New implementation date not provided by Agency. Although the Department recognizes that workforce and succession planning are an important part of effective workforce management, no further work is being done in these areas. As part of the Department's budget balancing efforts, programs and functions not specifically addressed in the State Personnel System Act were eliminated, including the three positions and associated employees assigned to workforce and succession planning. The tools and training developed prior to the program being eliminated are available through self-service on the DPA website but no staff resources are available to provide further support.

*1 The original implementation date is the date provided by the agency in the report.

*2 The current implementation date is the date by which the agency currently projects that the recommendation will be implemented.



Office of the State Auditor Audit Recommendations

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Department of Personnel & Administration	2009 July	Department of Personnel & Administration and State Personnel Board	1983-2a	Agree	2010	January	The Division of Human Resources should improve the effectiveness of its human resources auditing function as an oversight mechanism by:	a. Conducting a strategic assessment to determine the overall purpose and statutory intent of the function and how best to accomplish this purpose, implementing any necessary changes.	Not Implemented	Self-Reported by Agency	2011 January	New implementation date not provided by Agency. After years of limited success in establishing a formal audit program, the Department has determined that the formal auditing function should remain under the authority of the State Auditor. The Department is proposing legislation for the 2010 session to modify C.R.S. 24-50-101(3)(d) and remove the "post audit" language from the statute. The Department plans to continue its role as a provider of consultant services under C.R.S. 24-50-101(3)(c). The current less formal approach of identifying issues through a variety of transactional sources (data systems, appeals, grievances, consulting encounters), determining the cause, collaborating with agencies for solutions, and creating training and reference resources to address similar issues across the system has been timely and effective in finding and addressing many issues before they've become a liability risk to the State. The limited success of the formal audit program is due to a number of factors including ongoing staffing issues, competing internal priorities, urgency of consulting interactions and access and availability of audited agencies.

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*2 The current implementation date is the date by which the agency currently projects that the recommendation will be implemented.



Office of the State Auditor Audit Recommendations

All Performance and IT Recommendations That Agency Agreed to Implement But Are Past Due

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Department of Personnel & Administration	2009 July	Department of Personnel & Administration and State Personnel Board	1983-2b	Agree	2010	January	The Division of Human Resources should improve the effectiveness of its human resources auditing function as an oversight mechanism by:	b. Developing and implementing procedures for conducting human resources audits that define standards for completing and documenting audit work.	Not Implemented	Self-Reported by Agency	2011 January	New implementation date not provided by Agency. After years of limited success in establishing a formal audit program, the Department has determined that the formal auditing function should remain under the authority of the State Auditor. The Department is proposing legislation for the 2010 session to modify C.R.S. 24-50-101(3)(d) and remove the "post audit" language from the statute. The Department plans to continue its role as a provider of consultant services under C.R.S. 24-50-101(3)(c). The current less formal approach of identifying issues through a variety of transactional sources (data systems, appeals, grievances, consulting encounters), determining the cause, collaborating with agencies for solutions, and creating training and reference resources to address similar issues across the system has been timely and effective in finding and addressing many issues before they've become a liability risk to the State. The limited success of the formal audit program is due to a number of factors including ongoing staffing issues, competing internal priorities, urgency of consulting interactions and access and availability of audited agencies.

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Office of the State Auditor Audit Recommendations

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Agency	Date Audit Released by LAC	Name of Audit	Audit Rec Number	Agency Response	Original Implementation Date *1	Current Implementation Date *2	Main Recommendation Text	Recommendation Sub-part Text	Implementation Status	Source of Implementation Status	Date of Implementation Status Report	Agency Comments from Status Report
Department of Personnel & Administration	2009 July	Department of Personnel & Administration and State Personnel Board	1983-2c	Agree	2010	January	The Division of Human Resources should improve the effectiveness of its human resources auditing function as an oversight mechanism by:	c. Evaluating how its existing staff resources could be reallocated to dedicate more consistent resources to the audit function, and implementing the necessary changes.	Not Implemented	Self-Reported by Agency	2011 January	New implementation date not provided by Agency. After years of limited success in establishing a formal audit program, the Department has determined that the formal auditing function should remain under the authority of the State Auditor. The Department is proposing legislation for the 2010 session to modify C.R.S. 24-50-101(3)(d) and remove the "post audit" language from the statute. The Department plans to continue its role as a provider of consultant services under C.R.S. 24-50-101(3)(c). The current less formal approach of identifying issues through a variety of transactional sources (data systems, appeals, grievances, consulting encounters), determining the cause, collaborating with agencies for solutions, and creating training and reference resources to address similar issues across the system has been timely and effective in finding and addressing many issues before they've become a liability risk to the State. The limited success of the formal audit program is due to a number of factors including ongoing staffing issues, competing internal priorities, urgency of consulting interactions and access and availability of audited agencies.

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Office of the State Auditor Audit Recommendations

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Agency	Date Audit Released by LAC	Name of Audit	Audit Rec Number	Agency Response	Original Implementation Date *1	Current Implementation Date *2	Main Recommendation Text	Recommendation Sub-part Text	Implementation Status	Source of Implementation Status	Date of Implementation Status Report	Agency Comments from Status Report
Department of Personnel & Administration	2009 July	Department of Personnel & Administration and State Personnel Board	1983-2d	Agree	2010	January	The Division of Human Resources should improve the effectiveness of its human resources auditing function as an oversight mechanism by:	d. Providing training to staff who conduct human resources audits on effective auditing practices.	Not Implemented	Self-Reported by Agency	2011 January	New implementation date not provided by Agency. After years of limited success in establishing a formal audit program, the Department has determined that the formal auditing function should remain under the authority of the State Auditor. The Department is proposing legislation for the 2010 session to modify C.R.S. 24-50-101(3)(d) and remove the "post audit" language from the statute. The Department plans to continue its role as a provider of consultant services under C.R.S. 24-50-101(3)(c). The current less formal approach of identifying issues through a variety of transactional sources (data systems, appeals, grievances, consulting encounters), determining the cause, collaborating with agencies for solutions, and creating training and reference resources to address similar issues across the system has been timely and effective in finding and addressing many issues before they've become a liability risk to the State. The limited success of the formal audit program is due to a number of factors including ongoing staffing issues, competing internal priorities, urgency of consulting interactions and access and availability of audited agencies.

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Office of the State Auditor Audit Recommendations

All Performance and IT Recommendations That Agency Agreed to Implement But Are Past Due

Agency	Date Audit Released by LAC	Name of Audit	Audit Rec Number	Agency Response	Original Implementation Date *1	Current Implementation Date *2	Main Recommendation Text	Recommendation Sub-part Text	Implementation Status	Source of Implementation Status	Date of Implementation Status Report	Agency Comments from Status Report
Department of Personnel & Administration	2009 July	Department of Personnel & Administration and State Personnel Board	1983-2e	Agree	2010	January	The Division of Human Resources should improve the effectiveness of its human resources auditing function as an oversight mechanism by:	e. Considering how technology could improve the efficiency of its auditing efforts.	Not Implemented	Self-Reported by Agency	2011 January	New implementation date not provided by Agency. After years of limited success in establishing a formal audit program, the Department has determined that the formal auditing function should remain under the authority of the State Auditor. The Department is proposing legislation for the 2010 session to modify C.R.S. 24-50-101(3)(d) and remove the "post audit" language from the statute. The Department plans to continue its role as a provider of consultant services under C.R.S. 24-50-101(3)(c). The current less formal approach of identifying issues through a variety of transactional sources (data systems, appeals, grievances, consulting encounters), determining the cause, collaborating with agencies for solutions, and creating training and reference resources to address similar issues across the system has been timely and effective in finding and addressing many issues before they've become a liability risk to the State. The limited success of the formal audit program is due to a number of factors including ongoing staffing issues, competing internal priorities, urgency of consulting interactions and access and availability of audited agencies.

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*2 The current implementation date is the date by which the agency currently projects that the recommendation will be implemented.



Office of the State Auditor Audit Recommendations

All Performance and IT Recommendations That Agency Agreed to But Has Only Partially Implemented

Agency	Date Audit Released by LAC		Name of Audit	Audit Rec Number	Agency Response	Original Implementation Date *1		Current Implementation Date *2		Main Recommendation Text	Recommendation Sub-part Text	Implementation Status	Source of Implementation Status	Date of Implementation Status Report		Agency Comments from Status Report
Department of Personnel & Administration	2010	November	Performance Audit of the Employee Benefits Program, Department of Personnel & Administration	2073-6a	Agree	2011	June	2011	August	The Department of Personnel and Administration should implement sufficient controls over the benefit enrollment process to ensure that only eligible individuals participate in the State's benefit plans. These controls should include:	a. Conducting an eligibility audit for all individuals currently enrolled in the State's benefit plans. Once the initial audit is completed, the Department should continue to periodically conduct eligibility audits based on a sample of files.	Partially Implemented	Self-Reported by Agency	2011	August	The Department contracted with HMS Employer Solutions to conduct the independent dependent eligibility audit. To date, approximately 90 percent of all covered dependents have been verified. The Department is finalizing the eligibility review process for the remaining dependents and unverified dependents will be removed from coverage by August 2011. In April, the Department began requiring verification of dependent status on all open enrollment and new hire transactions when a dependent is added; transactions that include a dependent must be reviewed and approved by the Employee Benefits Unit. Beginning with FY 2012, mid-year qualified events involving dependents will also be reviewed and approved by the Employee Benefits Unit. The Department also plans to conduct periodic audits of sample records moving forward.

*1 The original implementation date is the date provided by the agency in the report.

*2 The current implementation date is the date by which the agency currently projects that the recommendation will be implemented.



Office of the State Auditor Audit Recommendations

All Performance and IT Recommendations That Agency Agreed to But Has Only Partially Implemented

Agency	Date Audit Released by LAC		Name of Audit	Audit Rec Number	Agency Response	Original Implementation Date *1	Current Implementation Date *2	Main Recommendation Text	Recommendation Sub-part Text	Implementation Status	Source of Implementation Status	Date of Implementation Status Report	Agency Comments from Status Report
Office of Administrative Courts	2008	September	Office of Administrative Courts	1924-3b	Agree	2009	June	The Office of Administrative Courts should improve existing methods for determining and assigning workload by:	b. Determining the effects of various factors on the workload of ALJs.	Partially Implemented	Self-Reported by Agency	2011 January	New implementation date not provided by Agency. The OAC has partially implemented this recommendation. The implementation of prehearings for out of town cases has assisted in determining the time necessary to hear the dockets. In addition, the OAC has invited the DOWC prehearing ALJs to its monthly meetings in an attempt to coordinate efforts in determining the factors that do assess workload. The OAC workers' compensation staff and judges continue to meet regularly to assess the OAC workload and to look for areas in which efficiencies that affect hearing length can be implemented.

*1 The original implementation date is the date provided by the agency in the report.

*2 The current implementation date is the date by which the agency currently projects that the recommendation will be implemented.



DPA

**DEPARTMENT OF PERSONNEL AND ADMINISTRATION
FY 2012-13 STRATEGIC PLAN**

WORKING TOGETHER TO SERVE COLORADO

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DPA'S MISSION, VISION, EXPLANATION OF FOCUS and AUTHORITY

Mission Statement

The mission of the Department of Personnel and Administration's is to provide quality services to enhance state government.

Vision Statement

Our vision is to be the leader in service excellence.

Our Values

- Effective: Doing the Right Thing
- Efficient: Achieving the Best Outcome
- Elegant: Delivering the Best Customer Service

Explanation of Focus

The Department of Personnel & Administration (DPA) provides state government agencies the ability to focus their limited resources toward the efficient and effective delivery of services to the citizens of Colorado. DPA performs a set of core functions that provide the infrastructure, processes, services, guidance, and tools necessary to eliminate redundancy in state government. The Department of Personnel and Administration seeks to be the State of Colorado's leader in service excellence by offering quality services that enhance the success of the State's government. The Department has taken careful steps to align itself with the government's overall goal of executing effective, efficient, and elegant solutions to the issues that face the State and its citizens. To that end, the Department's expansive knowledge base and core principles of integrity and accountability guide its day-to-day operations and ensure our staff are equipped to "do the right thing." The Department collaborates with employees, customers, vendors and citizens to develop innovative ways to provide cost-effective solutions that further the State's ability to conduct its business under increasing fiscal constraints. These solutions should lessen the burden or complexity of doing business and allow the Department to engage its customers and exceed their expectations at every step. In the pages that follow, the Department has presented the primary goals and performance measures that will allow it to achieve its mission of providing quality services to enhance state government.

Statutory Authority

The statutory authority for the Colorado Department of Personnel and Administration is found in Title 24, Section 50.3, 101-105, C.R.S.



DPA Department of Personnel & Administration

VISION
Be the leader in service excellence

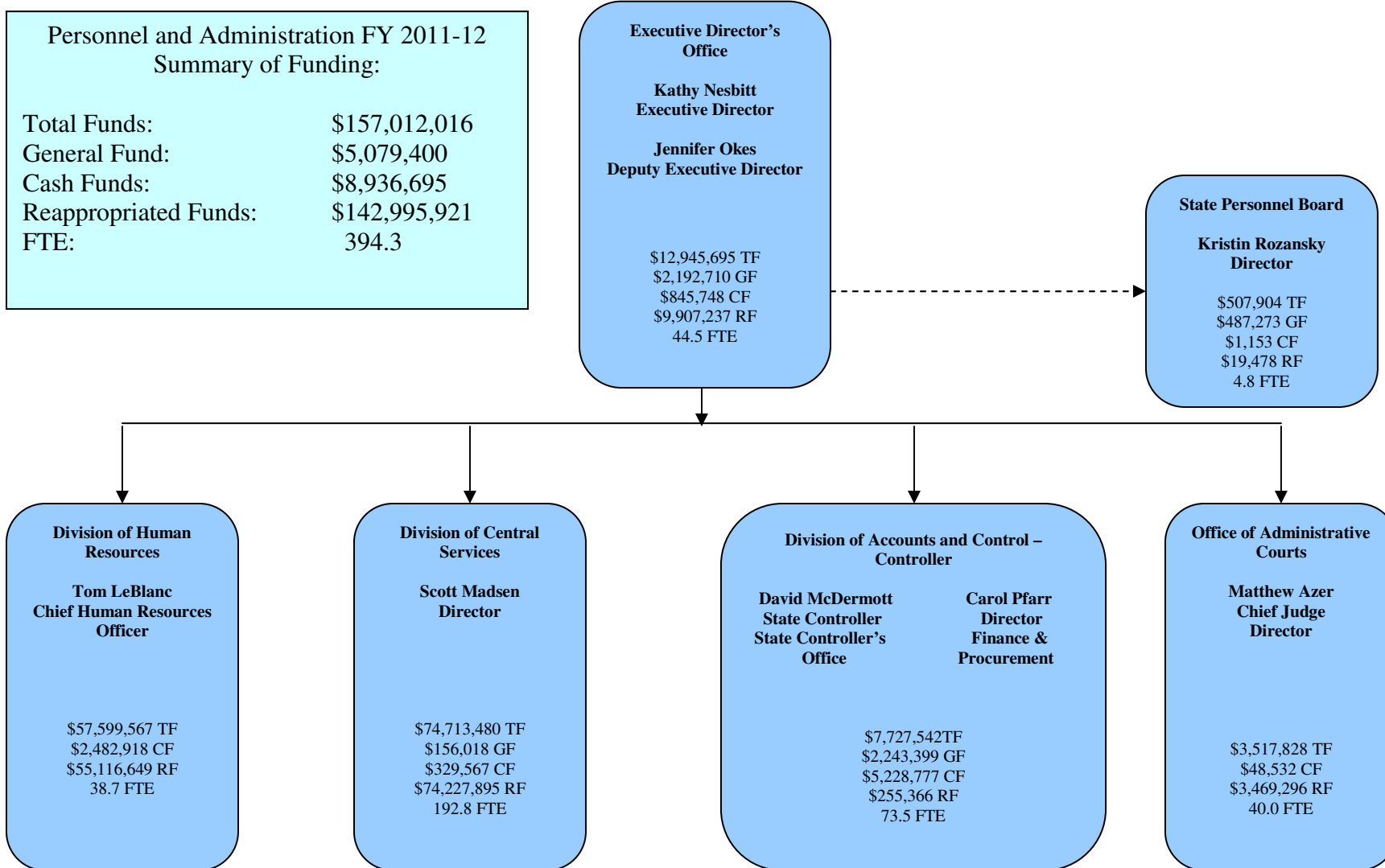
MISSION
To provide quality services to enhance state government success

<i>Effective</i>	<i>Efficient</i>	<i>Elegant</i>
We Value: Knowledge Integrity Accountability	We Are: Innovative Collaborative Cost Effective	We Strive for: Ease of Doing Business Exceeding Expectations Engagement
Doing the Right Thing	Achieving the Best Outcome	Delivering the Best Customer Experience



Working Together to Serve Colorado

DEPARTMENT OF PERSONNEL AND ADMINISTRATION – ORGANIZATIONAL CHART



THE STRATEGIC PLANNING PROCESS

During the summer and fall of 2011, the Department of Personnel and Administration's leadership team held a number of meetings that were intended to provide the basis for overhauling the performance and image of its programs as they pertain to the requirements set forth in statute and the State Constitution. Through these meetings, the Department identified four overarching principals that would allow it to increase its effectiveness and achieve its vision of being a leader in service excellence through the provision of quality services that enhance State government. Along with these primary performance-based goals, the Department's leaders are in the process of developing a number of individualized goals and performance measures at the programmatic level to support the long-term vision. The four primary departmental goals have been presented below with an explanation of how they pertain to the Department's book of business, a general sense of how the Department intends to accomplish these goals, and a brief overview of how the Department intends to measure success. Following this description, the Department has included the individualized goals and performance measures for individual divisions and the performance-based goals supported through the measure. As this is the first year of this strategic plan submission as required by the SMART Act, the Department's evaluation of its performance to date is cursory at best. In subsequent years, the Department will expand this evaluation and provide additional analysis and detail after this plan has been examined by the various legislative committees and their recommendations are incorporated herein.

SUMMARY OF DEPARTMENT PERFORMANCE-BASED GOALS

1. Brand DPA as an effective service organization for State citizens and governmental entities

The Department of Personnel and Administration provides a number of services to state agencies, state employees, the citizens of Colorado, and various governments and jurisdictions. As a service organization, the Department recognizes the importance of establishing a rapport with its clients and associating quality services with its name and image through branding. To effectively brand the Department with its products and services, the Department will focus on improving its communication to concerned parties, customer service to all entities that use its products and services, the effectiveness of its products and services, and the overall quality of its offerings. To aid in the successful development of its brand, all levels of the agency have developed goals and performance measures to effectively gauge improvements in the aspects of their particular functions that support the strategic goal of improving DPA's brand. Accomplishment of this particular strategic goal will be measured through a number of surveys regarding the Department's general reputation and the reputation of the vast number of programs it administers.

2. Upgrade or Replace Systems that are Outdated, Ineffective, or on the Verge of Failure

The Department of Personnel and Administration is the business owner of a number of systems that support many of the functions necessary to effectively manage state government, including finance, procurement, collections, fleet, and court related systems. As the owner of many of the systems that are integral to the function of state government, the Department's leaders assessed the overall state of the systems by researching their ability to perform the task originally intended, the ability for the system to adapt to ongoing reporting requirements and modifications, the applicability of the database or system in the future, and the viability of the system from a maintenance and upkeep perspective. The Department concluded that a number of the systems under its purview are outdated, obsolete, and at risk of imminent failure. As a result, the Department determined that one of its performance-based goals should be the improvement of the systems (through updates or replacements) that serve so many individuals and institutions throughout the State. Success for this strategic goal is not limited to whether or not the State replaces a system, but also includes the maximization of scalability, effectiveness, and ongoing viability while minimizing costs for procurement, programming, implementation, training, and ongoing maintenance.

Currently, the Department has submitted three formal requests that begin to address this strategic goal through its November 1, 2011 Budget Request. Those requests are: R-2 – Replacement of the CUBS (Columbia Ultimate Business Systems) database, R-4 – Purchase of E-Filing System (Office of Administrative Courts), and a capital development request to replace the Colorado Financial Reporting System (COFRS). From a strategic perspective, it is important to note that the issue of failing or under-performing systems is not limited to the three noted in the requests above, though they likely represent the most impactful. The Department will continue to work with various other state agencies to identify and replace or upgrade other systems that are not performing optimally. Finally, accomplishing this strategic goal will require a number of incremental accomplishments that can most accurately be measured by “yes” or “no” responses. Therefore, the performance measures associated with this performance-based goal are not necessarily continuous in nature, but rather dichotomous responses regarding incremental progress.

3. Improve the Multiple Facets of the Division of Human Resources (HR)

The Department of Personnel and Administration includes the Division of Human Resources. This particular division accounts for a number of the programs and services that touch the agencies and lives of all the people that work for the State of Colorado. During the strategic planning process, the Department identified multiple opportunities within the Division of Human Resources to create additional efficiencies in the operation of State government with a measured, long-term approach. These potential strategic improvements include the State's talent agenda, the total compensation process, and selected processes supporting an effective state workforce including selection, benefits administration, and training. The Department will work with the parties involved in each of these processes to identify strengths, weaknesses, and opportunities specific to each function with the intention of implementing changes that align each with industry standards and best practices. Success relative to this performance goal will be achieved when there is a general consensus among all interested parties that the processes in place maximize the opportunity for the State to hire, retain, compensate, and train its employees, thereby increasing the efficiency of the State's overall human resource function.

With respect to the Department’s November 1, 2011 Budget Request, and in support of this performance-based goal, the Department has requested additional spending authority for its Training Services program. This underscores the Department’s interest in providing training to State employees in a manner that consolidates this service and generates overall savings to the State.

4. Improve the Statewide Procurement Function

The Division of Accounts and Control – Controller Long Bill group contains a number of programs that were analyzed during the Department’s strategic planning sessions. Of those programs, the procurement program in particular presented a considerable opportunity for maximization of benefit through improved systems, universal applicability, renegotiated contracts, standardized training, and improved customer service. The State of Colorado spends approximately \$6 billion from all fund sources on goods and services on an annual basis. The Department believes that it has identified a number of ways to reduce the cost to the State of conducting its business. These include implementing a procurement database that is more accessible and user-friendly, increasing utilization of existing price agreements, providing universal training for the State’s purchasing agents, renegotiating current contracts to garner additional discounts, and improving the Department’s level of customer service for up- and down-channel suppliers and users, respectively. Success relative to this strategic goal will be measured by a reduction in cost for the goods and services the State needs to operate, as well as the rated effectiveness of the Department and its agents.

PERFORMANCE MEASURES TO SUPPORT THE PERFORMANCEBASED GOALS

The following table shows the performance measures developed through the strategic planning meetings conducted by the Department’s leadership during the summer and fall of 2011. The table also shows the program to which the performance measure applies and the benchmarked objectives for each measure.

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Maintain or increase savings for Integrated Document Services as compared to the private sector, as reported in the Division of Central Services annual cost savings report.	Division of Central Services	1	Benchmark	\$3,842,636	\$4,000,000	\$4,000,000	TBD
			Actual	\$3,842,636	\$4,000,000	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Implement a minimum of one duplication reduction plan per year.	Division of Central Services	1	Benchmark	N/A	1.00	1.00	1.00
			Actual	N/A	TBD	TBD	TBD
Continually improve the perception and image of the Department of Personnel and Administration through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	Executive Director's Office	1	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Continually improve the perception and image of the Division of Human Resources through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	Division of Human Resources	1	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Increase statewide employee engagement as measured through the biannual employee engagement survey that aggregates several factors including: leadership satisfaction, resource availability, motivation, involvement, compensation, teamwork and values. FY 2011-12 was the first year of implementation.	Division of Human Resources	1	Benchmark	N/A	N/A	67.0%	70.0%
			Actual	N/A	64.0%	TBD	TBD
Increase the efficacy of the training program's marketing efforts as measured by the number of employees enrolled in training classes on an annual basis.	Division of Human Resources - Training	1	Benchmark	1,300	1,300	1,333	1,350
			Actual	1,160	1,563	TBD	TBD
Continually improve the perception and image of the State Personnel Board through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	State Personnel Board	1	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Continually improve the perception and image of the Division of Central Services through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	Division of Central Services	1	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Continually improve the perception and image of the Office of the State Controller through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	Office of State Controller	1	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Continually improve the perception and image of the Division of Finance and Procurement through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	Division of Finance and Procurement	1	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Continually improve the perception and image of the Office of Administrative Courts through the Department's annual survey of customer satisfaction, implemented in FY 2011-12.	Office of Administrative Courts	1	Benchmark	N/A	N/A	N/A	TBD
			Actual	N/A	N/A	TBD	TBD
Increase net recoveries in terms of dollars collected through the Central Collections Services (benchmark is prior year actual).	Division of Finance and Procurement – Central Collections Services	1	Benchmark	\$14,710,345	\$15,545,905	\$17,086,301	TBD
			Actual	\$15,545,905	\$17,086,301	TBD	TBD
Secure spending authority for the modernization of the Colorado Financial Reporting System (COFRS) by July 1, 2012.	Office of State Controller	2	Benchmark	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Secure spending authority for the implementation of an E-Procurement system by July 1, 2012.	Division of Finance and Procurement – State Purchasing Office	2	Benchmark	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	TBD	TBD
Secure spending authority for the replacement of the CUBS database within the Department's Central Collections Services program by July 1, 2012.	Division of Finance and Procurement – Central Collections Services	2	Benchmark	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	TBD	TBD
Secure spending authority for the implementation of an E-Filing system within the Department's Office of Administrative Courts by July 1, 2012.	Office of Administrative Courts	2	Benchmark	N/A	N/A	Yes	Yes
			Actual	N/A	N/A	TBD	TBD
Increase the number of total deliveries of orders and notices that are “e-orders” (electronically delivered court notices) by 10% each year.	Office of Administrative Courts	2	Benchmark	1,521	1,673	9,000	10,000
			Actual	2,516	9,228	TBD	TBD
Increase the number of total opened cases that are “e-filed” (electronically filing a case) by 200 cases a year for the first several years after implementation. Implementation pending approval of Department decision item.	Office of Administrative Courts	2	Benchmark	N/A	N/A	N/A	200
			Actual	N/A	N/A	N/A	TBD
Increase participation rate in State's medical benefit programs by adjustment of the plan design, contribution rates, and marketing of the plan as measured by the enrollment rate.	Division of Human Resources - Benefits	3	Benchmark	N/A	N/A	79.0%	81.0%
			Actual	78.0%	77.0%	TBD	TBD
Increase participation rate in State's dental benefit programs by adjustment of the plan design, contribution rates, and marketing of the plan as measured by the enrollment rate.	Division of Human Resources - Benefits	3	Benchmark	N/A	N/A	83.0%	85.0%
			Actual	83.0%	81.0%	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Increase the amount of training offered through the Department's Training Services program as measured by the number of people-hours of training completed.	Division of Human Resources - Training	3	Benchmark	N/A	N/A	5,500	6,500
			Actual	22,228	16,711	TBD	TBD
Move the State's workforce to 100% of prevailing salary compensation through the total compensation process as measured by the % difference between the State's average salary and market average salary reported through the total compensation letter and reports (negative value indicates the State is below market average by that percent).	Division of Human Resources - Compensation Unit	3	Benchmark	0%	0%	0%	0%
			Actual	-2.40%	0.50%	-1.70%	-7.10%
Improve the State's recruitment process through decreasing the amount of time it takes to hire an employee once a job opening is posted on COJobs (implemented in March of 2011).	Division of Human Resources - State Agency Services	3	Benchmark	N/A	N/A	45 Days	45 Days
			Actual	N/A	N/A	TBD	TBD
Increase the effectiveness of the State's Workers' Compensation safety and prevention programs as well as the efficiency of the State's case management as measured by dollars of loss incurred per \$100 dollars of payroll.	Division of Human Resources - Risk Management	3	Benchmark	\$1.15	\$1.12	\$1.10	\$1.07
			Actual	\$1.44	\$1.12	TBD	TBD
Increase the effectiveness of the State's Workers' Compensation safety and prevention programs as well as the efficiency of the State's case management as measured by decreases in the number of claims per 100 employees filed against the State.	Division of Human Resources - Risk Management	3	Benchmark	8.00	7.80	7.80	7.60
			Actual	7.97	9.09	TBD	TBD
Provide free training courses to stakeholders in the state personnel system in order to develop a better understanding of the state personnel system.	State Personnel Board	3	Benchmark	N/A	1	2	3
			Actual	N/A	1	TBD	TBD

Performance Measure	Program	Applies to Strategic Goal	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Request
Increase savings from sourceable goods through the Statewide procurement function as measured by the amount saved.	Division of Finance and Procurement - State Purchasing Office	4	Benchmark	N/A	N/A	TBD	TBD
			Actual	N/A	N/A	TBD	TBD
Increase the percent of sourceable spend through catalogs enabled on the Colorado E-procurement solution.	Division of Finance and Procurement - State Purchasing Office	4	Benchmark	N/A	N/A	0%	50%
			Actual	N/A	N/A	TBD	TBD
Increase the utilization of the Procurement Card (P-Card) as measured by the dollars spent through the program on an annual basis.	Division of Finance and Procurement - State Purchasing Office	4	Benchmark	\$210,546,521	\$161,284,170	\$166,122,695	\$171,106,376
			Actual	\$210,546,521	\$161,284,170	TBD	TBD