

# Department of Personnel & Administration Performance Management Plan Fiscal Year 2024-2025



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## Department Mission, Vision, Values, and Goals

The Department of Personnel & Administration (DPA) provides State government agencies and institutions the ability to focus their resources on their mission and the delivery of services to Colorado residents. DPA performs core functions that provide the infrastructure, processes, services, guidance, and tools necessary to alleviate redundancy in State government and minimize costs. The Department seeks to be the State's leader in service excellence by offering quality services that enhance the success of Colorado State government. The expansive knowledge base and values of inclusivity, service, teamwork, integrity, responsiveness, and transparency guide DPA's day-to-day operations and ensure its staff is equipped to meet the mission and vision.

DPA collaborates with employees, agencies and institutions, vendors, and citizens to develop innovative ways to provide cost-effective solutions that strengthen the State's ability to conduct business. These solutions lessen the burden and complexity of doing business, and allow the DPA to engage customers and exceed their expectations at every step.

The statutory authority of DPA is found in Title 24, Article 50.3, Sections 101-105 of the Colorado Revised Statutes.

**The Department of Personnel & Administration (DPA) provides state government agencies and institutions the ability to focus their limited resources on their mission and the delivery of services to Colorado citizens.**

## Department Mission

Enabling the success of state government through efficiency, collaboration, and innovation.

## Department Vision

To create a Colorado for all by enabling the consistent and seamless delivery of quality government services.

## Department Values

DPA employees proposed and the Department adopted the following values:

- **Inclusivity** - Contributing to and maintaining a consciously unbiased environment where everyone feels welcomed, respected, and valued as individuals while building a Colorado for All
- **Service** - Being helpful, useful, timely, and efficient in our actions, results, and communications
- **Teamwork** - Collaborating with and empowering each other to achieve success
- **Integrity** - Being honest and fair in our work and relationships
- **Responsiveness** - Engaging and following through in a way that promotes respect, energy, creativity, and adaptability
- **Transparency** - Operating with accountability, clarity, and ethics in a way that builds and sustains trust



## Department Description

The Department provides the infrastructure needed for Colorado State government to perform in a consistent, productive, and cost-conscious manner.

The Department operates much like a business within State government, providing centralized authority, services, and programs such as human resource management and oversight; risk management; training; procurement management and oversight; financial assistance and guidance; graphic design, printing, scanning, and copying services; fleet vehicle management; and adjudication services for agencies and programs throughout State government. The Department's success depends upon offering quality and value to customers and stakeholders by providing economically efficient and sound services while adhering to the highest standards of personal and professional integrity.

The DPA customer base is three-fold. DPA serves: 1) government entities, including Colorado State agencies, Institutions of Higher Education, the General Assembly, and local municipalities; 2) State employees; and 3) the public.

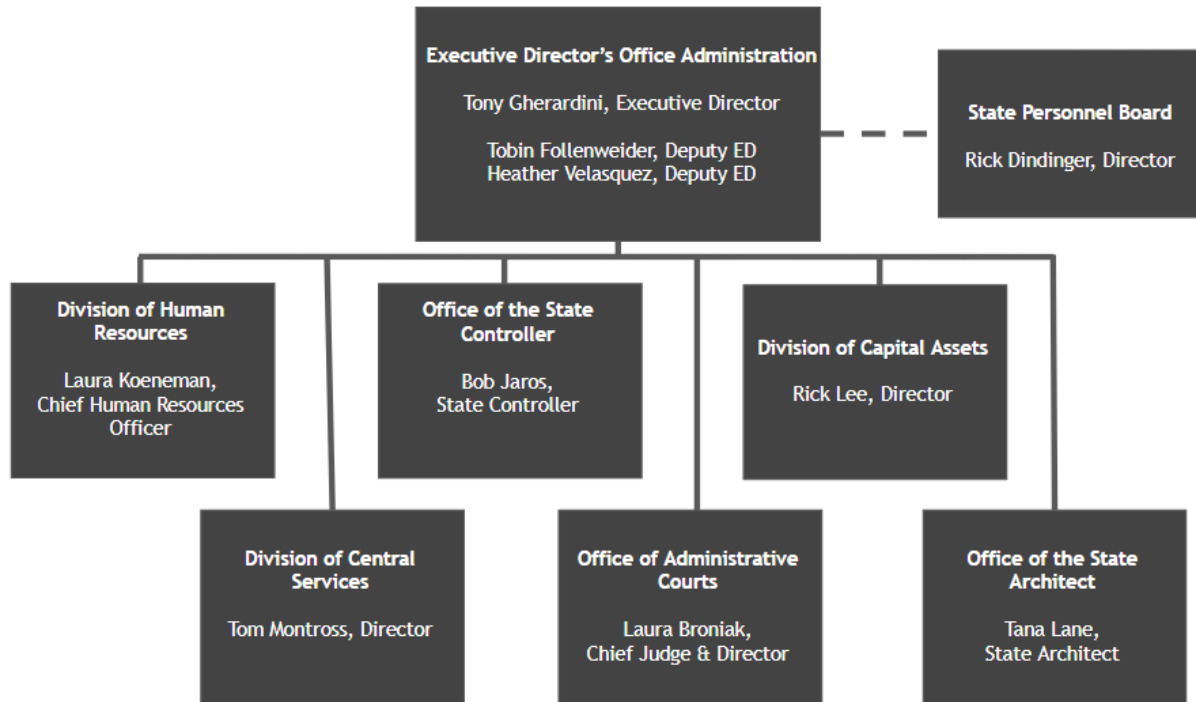
## Department Strategic Goals

1. Employer of Choice: Increase Skills-Based Hiring
2. Reduce the State's Physical Footprint
3. Greening Government: Increase State Fleet Electric Vehicle Adoption

See also the [State of Colorado strategic priority dashboard](#) for regular updates on our progress against these goals.

The Department serves three main functions: it is a central authority; supplies central services; and houses central programs.

# Department Structure





# COLORADO

## Executive Director's Office

Department of Personnel & Administration

### Executive Director's Office

The Executive Director's Office (EDO) is responsible for essential duties that affect the Department and its customers. The office provides DPA with operational management direction, policy formulation, and core internal functions in the areas of financial services, human resources, communications, media relations, and legislative relations. Additionally, the EDO interacts with agencies Statewide in many areas, including common policies, billing, records requests, public-private partnership collaborations, agency environmental sustainability initiatives, and State employee communications. The Executive Director and State Personnel Director is Tony Gherardini, and the Deputy Executive Directors are Tobin Follenweider and Heather Velasquez. The office is funded with both General Fund and Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund), as well as fees from user agencies.

### Major EDO Program Areas

#### Public-Private Partnership (P3) Collaboration

- **Program Description:** The Public-Private Partnership (P3) Collaboration Unit was created in 2022 through Colorado legislation via Senate Bill 22-130 to plan, design, manage, develop, operate, implement, and govern the use of P3 projects for the State of Colorado within the Department of Personnel & Administration. The P3 Collaboration Unit administers and manages all responsibility for P3 projects including the creation of program requirements; analysis and approval or denial of the project proposals; documentation of funding and funding alternatives; due diligence requirements; reporting requirements; policies; standard operating procedures; project thresholds; and technical assistance for any approved public projects.
- **Funding Source(s):** Unused State Owned Real Property Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** CRS 24-94-101 to 24-94-106

- **Leader:** Thomas Kurek, Public Private Partnership Director

#### Office of Sustainability

- **Program Description:** The Office of Sustainability has been created to oversee efforts across all State agencies, set specific and measurable goals, and provide oversight and leadership in a focused and consolidated manner. The Office of Sustainability is responsible for developing a Greening Government strategic plan, partnering with State agencies on ongoing initiatives, including, but not limited to, water reduction initiatives, energy efficiency in buildings, transition of gas-powered lawn equipment to electric lawn equipment, and coordination of electric vehicle charging infrastructure.
- **Funding Source(s):** State Agency Sustainability Revolving Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** CRS 24-30-2303
- **Leader:** Caitlin Casassa, Director of Sustainability

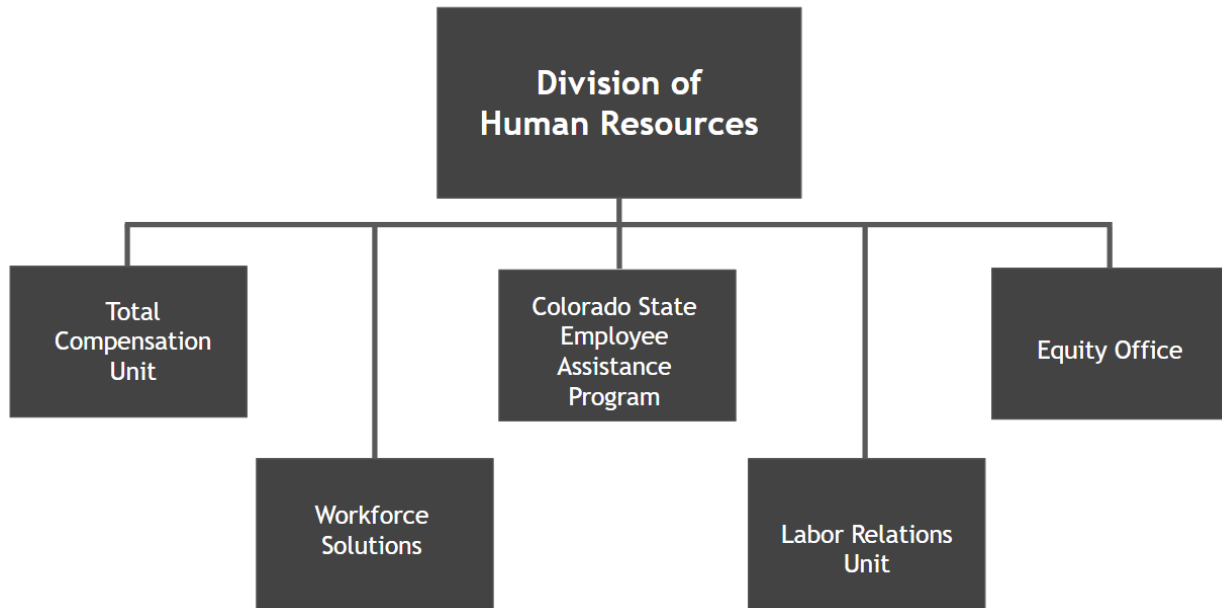




# COLORADO

## Division of Human Resources

Department of Personnel & Administration



### Division of Human Resources

The Division of Human Resources (DHR) provides expertise, leadership, and consultation in the development and strategic management of Statewide human resources. The Division’s primary duties are to maintain the integrity of the State Personnel System and lead talent management of the Statewide workforce.

State employees are DHR’s primary internal customer base. DPA continually looks for ways to recruit, retain, and reward those who seek a career in public service. The Department serves tens of thousands of public employees and is committed to ensuring human resources processes provide for the best recruitment, selection, job evaluation, compensation, and retention methods available. The Deputy Chief Human Resources Officer is Jessica Greene. The Chief Human Resource Officer is Laura Koeneman.

## Major DHR Program Areas

### Total Rewards: Compensation, Benefits, Leave, ADA

- **Program Description:** The Total Compensation Unit develops and maintains the State's job evaluation and compensation systems, oversees Personal Services Contracts, Senior Executive Service (SES) requests, compliance with the Fair Labor Standards Act (FLSA), and other State and federal regulations, prepares the Annual Compensation Survey Report and recommendations, and helps to coordinate compensation-related budgetary requests. The unit also designs and administers employee group benefits plans (medical, dental, life, flexible spending accounts, and wellness plans), ensures compliance with a number of federal and state laws including Affordable Care Act (ACA), Family and Medical Leave Act (FMLA), Americans with Disabilities Act Amendments Act (ADAAA), Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA), and the Health Insurance Portability and Accountability Act (HIPAA). This team determines eligibility and enrollment requirements, completes contract negotiations, sets rates and tiers, communicates benefits, and manages the annual open enrollment process. The unit also provides professional consulting and technical guidance on the State's leave policies including: annual, sick, holiday, family medical, military leave, veterans, active military, and national disaster response personnel.
- **Customers:** All State agencies and Human Resources offices in State agencies, classified employees of the Institutions of Higher Education, except for the University of Colorado, and the offices of elected officials. Employee benefits also serve the judicial and legislative branches.
- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-50-104 C.R.S.; S.C., Article XII, Section 13; Sections 24-50-601 through 608, C.R.S.
- **Leader:** Barbara Holmes, Total Rewards Director

### Workforce Solutions: Center for Organizational Effectiveness

- **Program Description:** The Center for Organizational Effectiveness (COE) designs and delivers learning and workforce development opportunities for State employees. COE

offers classes, assessments, consulting, and certificate programs for individual, supervisor/manager, leadership, and organizational development that maximize employee efficiency and are linked to organizational goals. COE services support and develop employees to the Statewide competency model, Statewide agency initiatives, and workforce challenges. To ensure the State of Colorado's commitment to promoting a strong workplace culture that encourages employees to conduct themselves with the highest legal and ethical standards, COE delivers mandatory compliance training series on the following topics: Preventing Sexual Harassment in the Workplace, Discrimination and Harassment in the Workplace, Preventing Violence in the Workplace, and Ethics and Conflict of Interest.

- **Customers:** All State employees and their employers, including Institutions of Higher Education.
- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-50-122, C.R.S.
- **Leader:** Chelsea Winegar, Director of the Center of Organizational Effectiveness

#### Workforce Solutions: Consulting Services

- **Program Description:** Consulting Services, in order to further the professional management of human resources in State government, provides strategic guidance and oversight of Statewide human resources management and the State personnel system. This unit consists of a team of Strategic HR Consultants and Operations Business Analysts who develop standardization of procedures for directives, determine the best practices in the human resources field, and advise agencies on the best way to implement those practices at each of the different principal agencies. The unit provides specific training (exclusive of the COE), consulting, and official reviews of the actions taken in the administration of the classified personnel system. They also offer training and consultation on all aspects of human resources management and administration under the jurisdiction of the State Personnel Board and State Personnel Director including performance management, selection, progressive discipline, appeals, layoffs, and other separations. Lastly, the unit manages the rulemaking process under the State Personnel Director's purview and handles delegation agreements.

- **Customers:** All State departments, branches of government, Institutions of Higher Education, Human Resources Offices in State agencies, and the offices of elected officials.
- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-50-101 through 145, C.R.S.
- **Leader:** Melissa Walker, Workforce Solutions Director

#### Colorado State Employee Assistance Program

- **Program Description:** Colorado State Employee Assistance Program (CSEAP) provides confidential services in support of the well-being of employees and their workplaces. CSEAP services include counseling, coaching, managerial consultation, employee mediation, presentations, work group facilitation, critical incident and crisis response, and workplace threat assessment support.
- **Customers:** All State employees and their employers including Institutions of Higher Education (some exceptions may apply for IHEs).
- **Funding Source(s):** Reappropriated Funds including but not limited to: funds from the Group Benefit Plans Reserve Fund, the Risk Management Fund, and any interest derived from these funds.
- **Locations:** Offices are located in Denver, Colorado Springs, and Grand Junction
- **Statutory Authority:** Section 24-50-604 (k), C.R.S.
- **Leader:** Janeen Haller-Abernethy, CSEAP Director

#### Labor Relations Unit

- **Program Description:** The goal of the Labor Relations Unit is to promote the development and growth of collaborative labor-management relationships, and provide accurate and comprehensive guidance that will empower management to make informed decisions as labor challenges arise. The unit provides expert advice, technical guidance, training, and policy to the State through various forms of intervention, including negotiations, problem-solving, mediation, and counseling. The unit offers balanced advocacy to management and individual employees to protect their rights and facilitate a more harmonious work environment.
- **Customers:** All State agencies (including elected officials' offices) and classified employees in Institutions of Higher Education.

- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-50-1104, 24-50-1109 and 24-50-1110
- **Leader:** Arianne Burger Shapiro, Labor Relations Director

## Equity Office

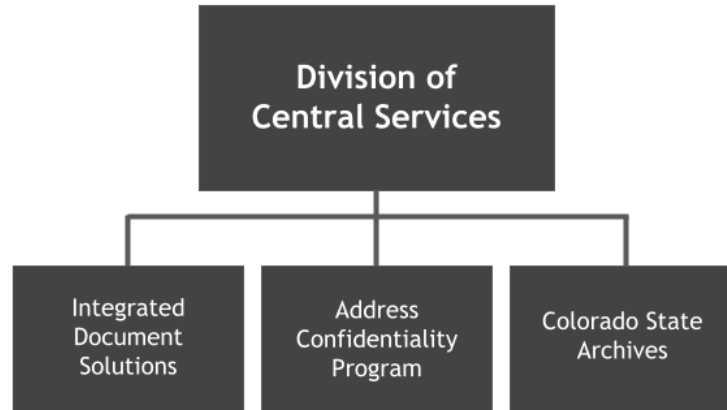
- **Program Description:** The Statewide Equity Office is established to provide best practices, resources, and guidance for State agencies in offering equitable services to the residents of Colorado, as well as providing an accepting and diverse environment for State employees. The office will collect and analyze relevant Statewide data to identify gaps in diversity and develop opportunities for improvement, collaborate with established equity resource groups, as well as other key stakeholders both inside and outside State government. Additionally, the office creates, updates, deploys, and maintains Statewide training to strengthen workforce diversity. This allows the State to standardize the program of equity, diversity, and inclusion that seeks to support just and equitable opportunities for all Coloradans and State employees.
- **Customers:** All State employees and their employers
- **Funding Source(s):** General Fund.
- **Locations:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** C.R.S. 24-50-146 (2)(a) and SB22-163 in C.R.S. 24-103-1101.
- **Leader:** Rosie McNeil-Cusick, Statewide Equity Office Director



# COLORADO

## Division of Central Services

Department of Personnel & Administration



### Division of Central Services

The Division of Central Services (DCS) exists to improve efficiencies and maximize value for State and local government entities by consolidating internal common business services and leveraging economies of scale. The Division’s primary focus is to provide agencies with the best quality, turnaround time, and cost in order to enable the successful delivery of services to Coloradans. To this end, the Division’s mission is to provide the best value to the State in every service offered and to every customer served.

DCS comprises three programs: Integrated Document Solutions (IDS), Address Confidentiality Program (ACP), and the Colorado State Archives. The Central Services Division Director is Tom Montross.

## Major DCS Program Areas

### Integrated Document Solutions

- **Program Description:** Integrated Document Solutions (IDS) provides end-to-end document management services to all government entities across Colorado. IDS advises, assists, and supports each agency's needs and provides a wide variety of document solutions at a professional level and at a fraction of the cost of private vendors. Offering printing, document scanning, graphic design, mail, data entry, multifunction devices, warehousing, and delivery, IDS partners with each agency to deliver professional services tailored to each program's needs and budget.
- **Customers:** State agencies, Institutions of Higher Education, and municipalities statewide.
- **Funding Source(s):** Reappropriated Funds from user agencies deposited in the Department of Personnel Revolving Fund, and Cash Funds from user fees from non-State agencies.
- **Locations:** Pueblo Campus at 2 Jetway Ct., Pueblo; North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-30-1101 through 1111, C.R.S.
- **Leader:** Jeff Peeler, Northern Regional Manager
- **Leader:** Kait Clough, Southern Regional Manager

### Address Confidentiality Program

- **Program Description:** The Address Confidentiality Program (ACP) provides survivors of domestic violence, sexual offenses, and/or stalking with a legal substitute address for interacting with all State and local government agencies. The program also provides a confidential mail forwarding service. The legislative intent is to protect the location of a survivor's actual address and reduce the risk of future harm. All State and local government agencies must accept the substitute address as the participant's legal address of record. Some uses for the substitute address include driver's licenses, human services benefits, police reports, utility accounts, and bank accounts.
- **Customers:** Victims of stalking, domestic violence, and sexual assault, as well as direct victim service providers and State and local government agencies.

- **Funding Source(s):** Cash Funds in the form of offender fines deposited into the Address Confidentiality Program Surcharge Fund. In the 2013 Legislative Session, SB 13-271 also allowed the program to receive General Funding.
- **Location:** Central Services, North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 21-30-2101 C.R.S.
- **Leader:** Kim Reynolds, Program Director

#### Colorado State Archives

- **Program Description:** Colorado State Archives plans, manages, operates, and implements the State's archival and records management program to collect, preserve, and provide access to historical and legally significant documents.
- **Customers:** All State agencies, legislative and judicial branches, special districts, municipalities, counties, schools, and the general public.
- **Funding Source(s):** General Fund, Cash Funds from user fees from non-State agencies, and Reappropriated Funds from user fees from State agencies.
- **Location:** Centennial Building, 1313 Sherman St., Denver
- **Statutory Authority:** Sections 24-80-101 through 114, C.R.S.
- **Leader:** Aly Jabrocki, State Archivist

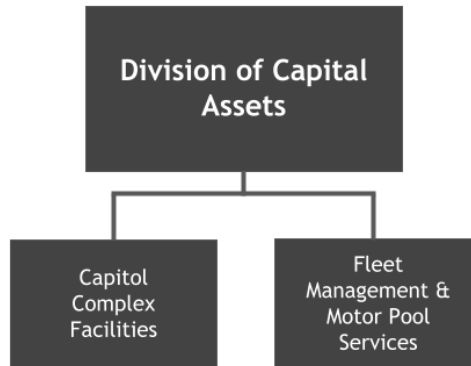




# COLORADO

## Division of Capital Assets

Department of Personnel & Administration



### Division of Capital Assets

The Division of Capital Assets (DCA) consists of Capitol Complex Facilities Management and State Fleet Management and exists to provide centralized business support services at competitive pricing to State agencies. The employees of DCA provide structured procurement, maintenance, and disposal of the State’s buildings and vehicles, ensuring maximum value for Colorado. This systematic approach demonstrates a dedication to economic, transparent, and sustainable resource management. The Director is Richard Lee.

#### Major DCA Program Areas

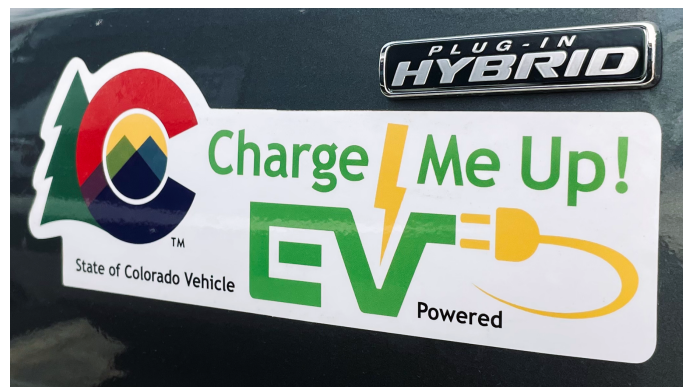
##### Capitol Complex Unit

- **Program Description:** The Capitol Complex Unit is responsible for managing, maintaining, and restoring all State of Colorado properties within the Capitol Complex, Lakewood, and Grand Junction. Capitol Complex provides Statewide coordination of building services, and implementation of energy and Greening Government initiatives in coordination with the Office of the State Architect.
- **Customers:** Tenants of Capitol Complex buildings.

- **Funding Source(s):** General Funds, cash funds from non-state agency revenue.
- **Locations:** Downtown Denver, Lakewood, Grand Junction, Camp George West, and the North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-1-136.5; 24-82-101 through 103; 24-30-1303; 18-9-117, C.R.S.
- **Leader:** Sheila Jackson, Assistant Property Manager
- **Leader:** Morris Ellis, Maintenance Manager

#### Fleet Management Program and Motor Pool Services

- **Program Description:** The State Fleet Program provides management oversight for all vehicles in the State fleet program, including administration of the fleet, vehicle purchasing, repairs and preventive services, collision management, vehicle reassignment, auction and salvage of older vehicles, operation of the State Motor Pool for daily rentals, and oversight of the State fleet alternative fuels and energy sustainability programs in support of Greening Government initiatives.
- **Customers:** All State agencies and institutions.
- **Funding Source(s):** Reappropriated Funds from user fees from State agencies deposited in the Motor Fleet Management Fund.
- **Location:** State Fleet Management, North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-30-1101 through 1108; 24-30-1112 through 1117, C.R.S.
- **Leader:** Scott Edwards, State Fleet Manager
- **Leader:** Rene Ahl, Assistant State Fleet Manager

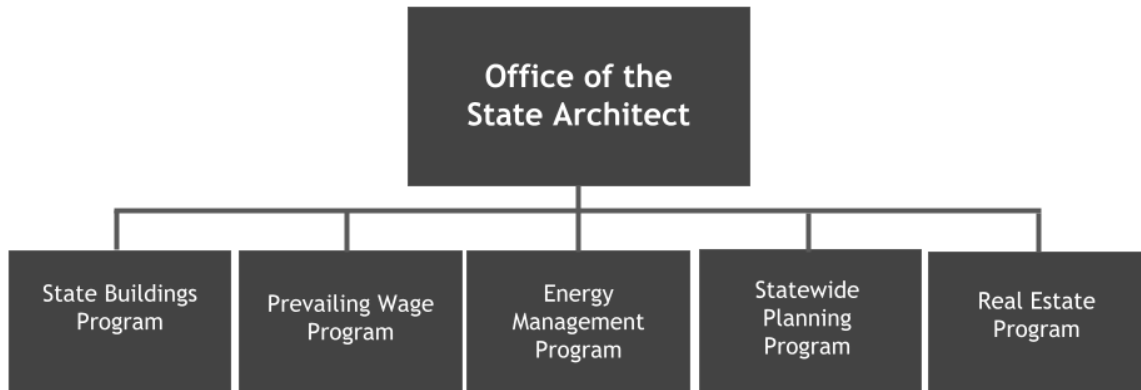




# COLORADO

## Office of the State Architect

Department of Personnel & Administration



### Office of the State Architect

The Office of the State Architect (OSA) is statutorily responsible for the administration of State-funded planning, construction, energy conservation, and real estate transactions at State agencies and institutions of higher education.

- **Program Description:** The OSA establishes policies and procedures; provides technical support and training; and recommends the annual controlled maintenance Statewide budget and State agency capital construction budget requests. OSA is responsible for the oversight of all leases for State buildings, Institutions of Higher Education, and private market leasing. Additionally, the Real Estate Program supports with providing real estate and development. OSA provides Statewide planning services for all State agencies, administers the program requirements for the prevailing wage and apprenticeship program, supports contracts and procurement approval for construction projects from solicitation to certification of occupancy, and provides oversight for tax exemptions of approved carbon impact for the general public.

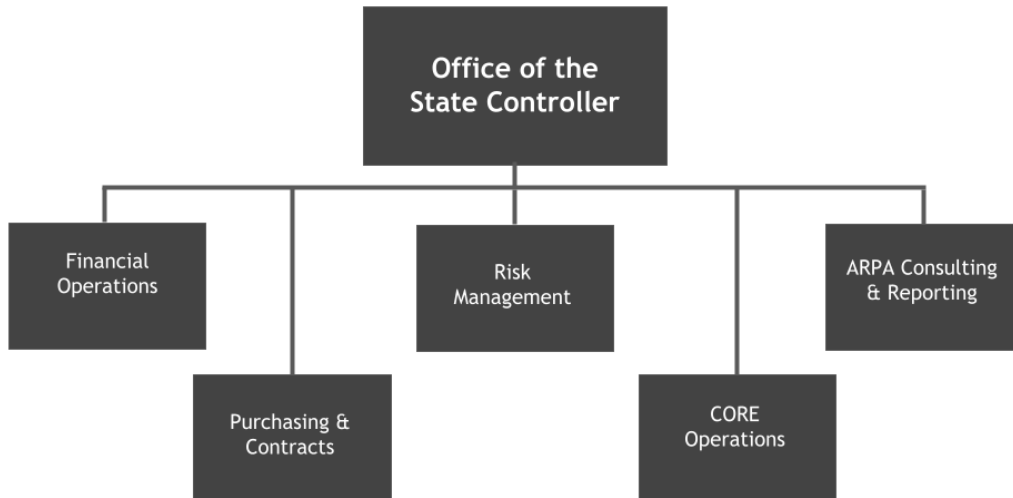
- **Customers:** Governor’s Office of State Planning and Budgeting, the Capital Development Committee of the General Assembly, all State agencies, and Institutions of Higher Education of the State of Colorado.
- **Funding Source(s):** OSA receives its funding through the General Fund.
- **Statutory Authority:** Sections 24-30-1301 through 1311, 24-82-202, 24-92-110, C.R.S.
- **Leader:** Tana Lane, Acting State Architect



# COLORADO

## Office of the State Controller

Department of Personnel & Administration



### Office of the State Controller

The Office of the State Controller, also known as the Division of Accounts and Control, manages the financial affairs of the State of Colorado. The office promulgates State Fiscal and Procurement Rules, issues fiscal and procurement policies, and oversees all accounting and procurement activity on behalf of the State. The Office of the State Controller also performs statewide financial reporting including the State’s end-of-year financial close, files required reporting to the IRS, manages the State contracting process, negotiates price agreements, manages central payroll functions, maintains central aspects of CORE (the State’s accounting, procurement, and performance budgeting system), and provides risk management services. The Office of State Controller is directed by Robert Jaros, the State Controller, and the Deputy State Controller, Tammy Nelson.

## Major OSC Program Areas

### Financial Operations & Reporting

- **Program Description:** Financial Operations includes Financial Reporting & Analysis, Financial Services Unit, Central Payroll, and Central Accounting & Vendor Operations.
  - Financial Analysis & Reporting provides financial information for the citizens, legislators, and government managers, by producing the Annual Comprehensive Financial Report, monthly revenue summaries, quarterly financial reports, Schedule of TABOR Computations, and other statutory and ad hoc reports. Financial Analysis & Reporting prepares the Statewide budget/cash indirect cost allocation plan and provides support for the Joint Budget Committee in explaining and defending allocations. The unit provides technical assistance and training to agencies related to cost accounting matters.
  - Financial Services Unit acts as a liaison between the State Controller and operating agencies to oversee the financial affairs of the Colorado State government. Provides professional and technical assistance to agencies regarding the interpretation of statutes, fiscal rules, and other accounting authoritative guidelines. Approves certain accounting transactions.
  - Central Payroll provides professional and technical assistance to payroll personnel in agencies, processes Statewide payroll, distributes employees' earnings correctly and timely, collects deductions from each employee required by law including payroll taxes, PERA, and garnishments and voluntary deductions such as medical insurance, 401K, and 457 plans.
  - Central Accounting & Vendor Operations provides support and training on vendor customer set up, vendor self-service, warrant/EFT management, warrant cancel, reissue, and escheatment, unclaimed property, vendor intercepts, PERA retiree independent contractor reporting, TIN matching, and 1099 Federal Reporting. Manages the commercial card program.
- **Customers:** All State agencies and institutions.
- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-30-201 through 207, C.R.S.
- **Leader:** Jeffrey Kahn, Financial Analysis & Reporting Director

- **Leader:** Jing Ye, Financial Service Unit Manager
- **Leader:** Tammy Terrell, Central Payroll Manager
- **Leader:** Evan Stathopoulos, Central Accounting and Vendor Operations Manager

#### Statewide Procurement and Contracts Office

- **Program Description:** Statewide Procurement and Contracts manages Statewide centralized procurement through promulgation of the State’s procurement rules, procurement education and leadership, solicitation and administration of Statewide price agreements, procurement services for non-delegated agencies, and appeals of bid protests. The unit develops contracting policies and procedures, drafts model contracts, advises, trains, and reviews/approves expenditure contracts.
- **Customers:** State agencies, Institutions of Higher Education, political subdivisions, certified nonprofits, and the supplier community.
- **Funding Source(s):** Cash Funds from rebates received from the Commercial Card Program and Institutions of Higher Education (in lieu of General Fund), Supplier Database Cash Fund, National Association of State Procurement Officers (NASPO) cooperative, car rental and travel agency rebates.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-101-101 through 24-112-101, C.R.S.
- **Leader:** Sherri Maxwell, State Purchasing Director

#### CORE Operations

- **Program Description:** The CORE Operations unit provides strategic direction, execution, and maintenance of the Colorado Operations Resource Engine (CORE), the State’s accounting, procurement, and performance budgeting system. The unit provides leadership in fostering collaboration and cooperation between the Department and State agencies, political subdivisions, Institutions of Higher Education, and nonprofits throughout the life of the CORE system in the following areas: change management, communications, data analysis, business process development, business process re-engineering, directing end-user testing, training, relationship management, configuring application solutions, leading user community meetings, migration of legacy systems to CORE, and implementation of continuous improvement initiatives to ensure the functionality of the system is fully maximized.

- **Customers:** State agencies, political subdivisions, Institutions of Higher Education, and nonprofits.
- **Funding Source(s):** Statewide Financial Information Technology Systems cash fund and Cash Funds from rebates received on price agreements and deposited to the Supplier Database Cash Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-30-209, C.R.S.
- **Leader:** Kyle Schlenker, CORE Operations Director

#### State Office of Risk Management

- **Program Description:** The State Office of Risk Management (SORM) provides property and casualty insurance services to State agency pool members, covering property, liability, and workers' compensation losses. These services include purchasing excess insurance, assisting with contract negotiations related to insurance requirements for vendors, safety and loss control services, site inspections, claims handling and assistance, and reimbursement of agency expenses related to covered losses.
- **Customers:** State agency pool members, employees, citizens, and claimants.
- **Funding Source(s):** Reappropriated Funds from the Risk Management Fund, the Self-Insured Property Fund, and the State Employee Workers' Compensation Account. SORM claims budget lines are continuously appropriated.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-30-1501 through 1520, 24-10-101 through 114, C.R.S.
- **Leader:** Julie Mileham, State Risk Management Director

#### American Rescue Plan Act (ARPA) Consulting & Reporting

- **Program Description:** This office provides consulting and reporting for the federal American Rescue Plan Act (ARPA) programs. The ARPA Consulting Unit develops guidance and provides training to all State agencies on ARPA, manages the external contract that assists the State with monitoring and program administration. The office develops grant agreements, as well as other documents for agency agreements with subrecipients and contractors. The ARPA Reporting Unit is responsible for coordinating and reporting on all ARPA programs including the State and Local Fiscal Recovery Fund (SLFRF), Emergency Rental Assistance (ERA 1 and 2), Homeowner Assistance Fund, and Capital Projects Fund.



- **Customers:** State agencies, Institutions of Higher Education, political subdivisions, certified nonprofits, and the supplier community.
- **Funding Source(s):** SLFRF funds.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** American Rescue Plan Act
- **Leader:** Stacey Alles, ARPA Consulting, Gina Salazar, ARPA Reporting



# COLORADO

## Office of Administrative Courts

Department of Personnel & Administration

Office of  
Administrative  
Courts

### Office of Administrative Courts

The Office of Administrative Courts (OAC) provides an easily accessible, independent and cost-effective administrative law adjudication system in Colorado. The OAC is one of approximately 30 central panels of independent Administrative Law Judges (ALJs) in the United States. These judges are independent from the agencies for which they conduct hearings and decide cases.

### Major OAC Program Areas

#### Administrative Law Services

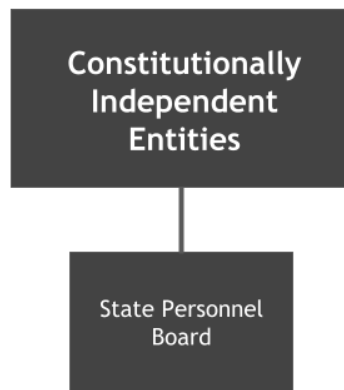
- **Program Description:** The Office of Administrative Courts (OAC) hears and decides administrative law matters concerning: workers' compensation benefits; public benefits (from the Department of Human Services and the Department of Health Care Policy and Financing) ; professional licensing boards; child and adult abuse registry cases, and Special Education. The OAC also hears teacher dismissal cases for school districts, Title IX cases for Higher Education, as well as Public Employees' Retirement Association of Colorado (Colorado PERA) and Denver Employees Retirement Plan (DERP)DERP dispute hearings.
- **Customers:** Provides services to citizens, State agencies; boards, 64 county departments, and school districts.

- **Funding Source(s):** Reappropriated Funds from user fees from State agencies, and Cash Funds from user fees from non-State entities.
- **Locations:** OAC serves State citizens from three office locations: 1) the main office in Denver; 2) the Western Regional Office in Grand Junction; and 3) the Southern Regional Office in Colorado Springs. The OAC provides hearings in alternate locations statewide, including Pueblo and Glenwood Springs.
- **Leader:** Laura Broniak, Director and Chief Administrative Law Judge



# COLORADO

## State Personnel Board



### State Personnel Board

The State Personnel Board is an independent entity created by the state constitution, Article XII, Section 14. The Board is a Type 1 transfer entity under C.R.S. 24-50-103(2) that exercises its statutory and constitutional duties independently. DPA provides administrative support. The State Personnel Board's budget appropriation is included in DPA's portion of the long bill.

- **Program Description:** The State Personnel Board establishes rules that protect and recognize merit as the basis for State employment and hears appeals by applicants and employees in the State personnel system. The Board consists of three gubernatorial appointees and two employee-elected members. The staff includes the Director, three part-time Administrative Law Judges, and two administrative staff members. The Board conducts administrative hearings under the authority of the state Constitution, various state statutes, the State Administrative Procedures Act, and conducts settlement conferences.
- **Customers:** Employees and applicants in the State Personnel System; State agencies.
- **Funding Source(s):** General Fund.

- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-50-101, 24-50-103, 24-50-104, 24-50-112.5 (4), 24-50-123, 24-50-125, 24-50-125.3, 24-50-125.4, 24-50-125.5, 24-50-145, 24-50-512, 24-50.5-104, 24-34-405 (8), 27-10.5-902 (3), C.R.S; S.C. Article XII, Sections 13, 14, and 15.
- **Leader:** Rick Dindinger, Board Director

# Wildly Important Goals

## Employer of Choice: Increase Skills-Based Hiring

*Successful completion of this goal will help to ensure the State complies with Executive Order DD 2022 015 to retain and recruit a diverse, talented workforce that reflects the community it serves. Additionally, the State will continue to increase its non-discriminatory practices and provide equitable opportunity for employment and advancement in all State departments, programs, services, and worksites.*

### Goal

Increase the eligible Statewide job postings with skills-based hiring qualifications from 76% to 100% by June 30, 2025.

### Key Strategies

1. Increase State of Colorado skills-based hiring proficiency for HR professionals.
2. Administer an assessment to determine the current levels of understanding of skills-based hiring practices.
3. Based on the results of the skills-based hiring assessment, DPA will design and deploy targeted interventions focused on increasing comprehension of SBH practices among employees responsible for hiring.

### Lead Division

Division of Human Resources

Metric	Type	Target: Year 1	Target: Year 3
Increase the eligible Statewide job postings with skills-based hiring qualifications from 76% to 100% by June 30, 2025.	Lag	76%	100%

Reference the [State of Colorado strategic priority dashboard](#) for the latest updates.

## Reduce the State’s Physical Footprint

Successful completion of this goal will lead to the State of Colorado more efficiently utilizing its space through reducing leased space, repurposing state-owned space, and providing shared regional space for State agencies.

### Goal

By June 30, 2027, maximize efficient use of the State’s physical footprint by decreasing State leased and owned space by a total of at least 800,000 square footage reduction since January 2019.

### Key Strategies

1. Launch new regional shared office pilot program for state agencies in FY 24-25.
2. Establish new Public-Private Partnership (P3) agreements focused on projects with innovative and efficient space utilization. For FY 24-25, DPA is considering projects related to housing, child-care centers, and mental health facilities.

### Lead Division

Office of the State Architect

Metric	Type	Target: Year 1	Target: Year 3
By June 30, 2027, maximize efficient use of the State’s physical footprint by decreasing State leased and owned space by a total of at least 800,000 square footage reduction since January 2019.	Lag	705,652	800,000

Reference the [State of Colorado strategic priority dashboard](#) for the latest updates.

## Greening Government: Increase State Fleet Electric Vehicle Adoption

Successful completion of this goal will showcase the State as a leader in electric vehicle (EV) adoption, saving thousands of CO<sub>2</sub> pounds per electric vehicle per year, thereby reducing greenhouse gas emission from the State’s fleet of vehicles. Electric vehicles provide an average 30% reduction per mile in greenhouse gas emissions over gasoline powered vehicles.

### Goal

In order to achieve a total of 1250 electric vehicles in the State fleet by 2027, increase the number of electric fleet vehicles from 614 to 740 by June 30, 2025.

### Key Strategies

1. Conduct and review fleet electrification fleet electrification analysis to determine future strategies to increase EV transition.
2. Install telematic devices in the State fleet.
3. Create a strategic plan for electric vehicle charging infrastructure for State agencies utilizing data collected in the fleet electrification analysis.

### Lead Division

Division of Capital Assets

Metric	Type	Target: Year 1	Target: Year 3
In order to achieve a total of 1250 electric vehicles in the State fleet by 2027, increase the number of electric fleet vehicles from 614 to 740 by June 30, 2025.	Lag	740	1250

Reference the [State of Colorado strategic priority dashboard](#) for the latest updates.



# Appendix

## FY24 Performance Plan Goals and Key Accomplishments

### Priority I. Energy & Renewables - Reduce the State's Physical Footprint

#### Goal

Decrease total state leased and owned underutilized space by an additional 291,634 square feet, for a total of 643,000 square feet since January 2019, by June 30, 2024.

#### Key Strategies

1. Decrease state leased and owned office space by an additional 150,000 square feet, for a total of 417,042 square feet since January 2019, by June 30, 2024.
2. Decrease state leased and owned underutilized non-office space by an additional 141,634 square feet, for a total of 225,958 square feet since January 2019, by June 30, 2024.
3. Propose at least three public-private partnership, lease or sale transactions of unused or underused state property to the Capital Development Committee (CDC) by June 30, 2024.
4. Execute 15 private lease negotiations by June 30, 2024.

## Lead Division

### Office of State Architect

Metric	1-Year Target	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Decrease total state leased and owned underutilized space by an additional 291,634 square feet, for a total of 643,000 square feet since January 2019, by June 30, 2024.	643,000	356,719	365,456	358,622	Data available July 2024
Decrease state leased and owned office space by an additional 150,000 square feet, for a total of 417,042 square feet since January 2019, by June 30, 2024.	150,000	272,395	281,132	274,298	Data available July 2024
Decrease state leased and owned underutilized non-office space by an additional 141,634 square feet, for a total of 225,958 square feet since January 2019, by June 30, 2024.	141,634	84,324	84,324	84,324	Data available July 2024
Propose at least three public-private partnership, lease or sale transactions of unused or underused state property to the Capital Development Committee (CDC) by June 30, 2024.	3	1	1	1	Data available July 2024
Execute 15 private lease negotiations by June 30, 2024.	15	1	5	9	Data available July 2024

## Priority II. Energy and Renewables - State Fleet Electric Vehicle Adoption

### Goal

Increase the number of electric vehicles in the State fleet from 353 to 500 by June 30, 2024.

### Key Strategy

Increase the percentage of vehicles in the fleet with telematics installed from 61% to 85% by June 30, 2024.

### Lead Division

Division of Capital Assets

Metric	1-Year Target	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Increase the number of electric vehicles in the State fleet from 353 to 500 by June 30, 2024.	500	382	484	552	Data available in July 2024
Increase the percentage of vehicles in the fleet with telematics installed from 61% to 85% by June 30, 2024.	61%	61%	68%	78%	Data available in July 2024

## Priority III. Employer of Choice

### Goal

Increase the percentage of Statewide job postings with skills-based hiring qualifications from 30% to 50% by June 30, 2024.

### Key Strategies

1. Deliver new skills-based hiring training Statewide to human resources and hiring managers.
2. Update the minimum qualification verbiage on State of Colorado job postings for each of the 529 skills-based hiring eligible job classifications by June 30, 2024.

## Lead Division

### Division of Human Resources

Metric	1-Year Target	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Increase the percentage of Statewide job postings with skills-based hiring qualifications from 30% to 50% by June 30, 2024.	50%	38%	43%	45%	Data available in July 2024
Deliver new skills-based hiring training Statewide, increasing the percent of supervisions trained from 0% to 80% by June 30, 2024.	80%	0%	10%	28%	Data available in July 2024
Update the minimum qualification verbiage on State of Colorado job postings for each of the 529 skills-based hiring eligible job classifications by June 30, 2024.	529	0	170	518	Data available in July 2024

### Additional examples of DPA key accomplishments and process improvements in FY 2023-24:

- Property & Infrastructure** - Secured grant funding for the Fleet Electrification Analysis Program for 3000 vehicles within a service area. This will allow for a more complete picture of how to efficiently procure electric vehicles and the associated fueling infrastructure.
- Property & Infrastructure** - Buy Clean Colorado policy was implemented on January 1, 2024 as defined by Colo. Rev. Stat. § 24-92-117. This included outreach to have reliable data for the maximum global warming potential of materials required by statute and training for the architectural, engineering and construction communities.
- Property & Infrastructure** - Completed installation of 21 electric vehicle charging ports and activation at the Grand Junction State Office Building, and 24 EV charging ports and activation in the State Fleet Motor pool.
- Property & Infrastructure** - Expanded allowable uses of payments for Capitol Construction (SB24-206, Transform State's Facility Footprint).

- **Strategic Partner** - CSEAP provided Basic Mediation Certification Training to 76 human resources, labor relations, employee relations, and civil rights professionals. CSEAP also provided annual threat assessment training and multiple 'Critical Incident and Adverse Workplace Event' presentations to the HR community.
- **Strategic Partner** - CORE upgrade went live in April 2024. This upgrade includes a new user interface, additional functionality, and improved reporting. The State will receive updates three times a year so that the State is always using the latest software version.
- **Strategic Partner** - Contract Management Training was launched in June 2023 to ensure Agencies/HEs are monitoring contracts in a consistent and standardized way that complies with all State of Colorado Statutes, Rules, and Policies. As of October 2023, 2,681 total staff had taken the training.
- **Strategic Partner** - Increased the controlled maintenance threshold for capital projects from \$2M to \$4.7M with regular increases using a standard index for construction inflation (HB24-1422, Refine funding and processes to deliver efficiency).
- **Strategic Partner** - In order to increase and improve purchasing and contract training resources for procurement personnel, the Central Contracts Unit implemented Procurement Official Certification and Basic Procurement Certification programs with additional training and certifications to be added over the next several months.
- **Strategic Partner** - Worked with a third party administrator to improve contact with claimants throughout the claim process. Began the process of automating the entry of liability claims and updating and streamlining the incident document.
- **Refine DPA Operations** - Decreased the turnaround time for completing Medicaid Cases from 60 days in July of 2023 to 35 days in March of 2024.
- **Refine DPA Operations** - Created and implemented standard work for key workflow processes in the several DPA divisions and DPA-wide.
- **Employer of Choice** - Implemented the Step Pay Program that addresses pay equity issues, reduces bias, and addresses employee pay progression.
- **Employer of Choice** - Changed the definition of group benefits to allow for non-medical employee benefits (HB24-1293, Refine funding and processes to deliver efficiency, Next Gen Talent Management).
- Deployed a data removal program that allows Address Confidentiality Program participants to remove their personal data from search engines and data broker sites online. As of March 2024 there were 643 participants in the program. For each

participant, an average of 15,380 online listings were reviewed, and an average of 1158 Personally Identifiable Information (PII) were removed.

- Established the Statewide Equity Office, whose mission is to advance equitable practices throughout the State of Colorado through data-driven decisions, community engagement, policy development, ongoing education, and equity in procurement to improve access and organizational effectiveness.