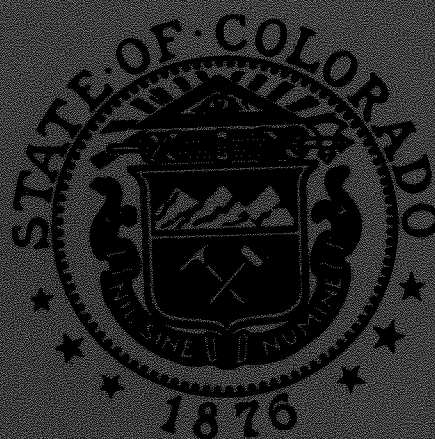


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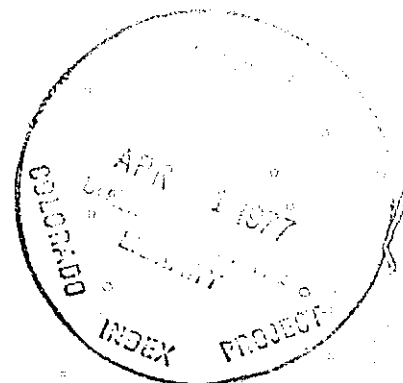
DEPARTMENT OF ADMINISTRATION
LONG RANGE PLAN

Book #13

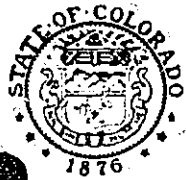
COLORADO DEPARTMENT OF ADMINISTRATION

F. Y. 76-77 FIVE YEAR PLAN

OCTOBER 1, 1975



JOHN I. LAY
Executive Director



DEPARTMENT OF ADMINISTRATION

630 State Services Building
Denver, Colorado 80203

RICHARD D. LAMM
Governor

JOHN I. LAY
Executive Director

October 3, 1975

TO: Governor Richard D. Lamm

FROM: John I. Lay, Executive Director *John I. Lay*

SUBJECT: Executive Summary for Department of Administration's Five-Year Plan

Transmitted herewith is the FY 1976-77 Five-Year Plan for the Department of Administration. This plan is intended to review specific objectives as well as budgetary and personnel needs through FY 1980-81. Due to the diverse nature of this department as well as the service relationship which we possess with other state departments, this document is intended to serve as both an internal management document and a concise summary of what the Department of Administration can provide for the needs of other elements of State Government.

Below please find a brief summary of the most immediately planned actions for each of the individual cost centers of the Department of Administration:

- (a) Executive Director - Specific emphasis will be placed on enhanced service delivery as well as leadership in the Austerity Program. Emphasis will be placed on concise program planning throughout the department as well as full implementation of management by objectives.
- (b) Division of Accounts and Control - Emphasis will be placed on careful scrutiny of state revenues, improved financial reporting, intra-agency communication, and managerial control.
- (c) Division of ADP - An updated, long range ADP Master Plan is soon to be completed. Simultaneously, an independent consulting team has been contracted to review this proposed plan. Current expectations call for consolidation of several computer centers into fewer large scale centers with a resulting cost avoidance which could approach \$7,000,000 during the next five years.
- (d) Division of Communications - An initial long range Communications Master Plan will soon be realized. This plan will call for action to improve both management and service delivery while also achieving better coordination of our communication efforts and resources.

- (e) Administrative Services Section - Emphasis will be placed on budgetary preparation for the Department, consistent review of financial statements, and dissemination of current financial information on a timely basis to the respective division directors. In addition, the fixed asset inventories will be updated and maintained on a current basis.
- (f) Division of Management Services - Operations of this Division will continue to focus upon action-oriented studies and reviews that can be implemented to improve agencies' economic performance. Planned growth for this Division over the next five years is supported by consistently expanding demands from diverse State agencies for managerial assistance of a practical nature.
- (g) Division of Purchasing - This Division will continue to provide service to all agencies but will be guided by such factors as price, quality, quantity purchases, delivery times, etc. Additionally, this Division will continue to move forward in the area of cost reduction via standardization programs, sale or transfer of surplus property, publication of a Purchasing Manual, and similar managerial controls. Institutions and higher education are now under the guidance of this Division and through use of the above mentioned techniques significant purchasing savings are expected in this sector of State government.
- (h) Capitol Buildings Section - This Section will continue to maintain services while protecting all state buildings in the Capitol Complex, including the Governor's Mansion. Over the next five years, at least three new buildings are expected to be added to the jurisdiction of this section. These include Office Building "A" in fiscal year 76-77 and two buildings in the Judicial Heritage Complex in fiscal year 77-78. Other additions via lease or purchase may be contemplated over the next five years and, if realized, will necessitate phased increases in staffing. This Section's mission continues to be primarily one of providing care and maintenance for our Capitol Buildings plus a safe, clean, adequate working environment for our employees and the citizens who use this Complex.
- (i) Division of Central Services - A Central Services revolving fund will soon be created to facilitate centralization and economies throughout the many central service activities. Establishment of this revolving fund should result in substantial savings over the next five years as well as better and more productive services for virtually all state agencies.

- (j) Personnel Section - Over the next five years, this Section intends to concentrate on Affirmative Action assistance to line managers. Efforts will also be concentrated on improving exit interview procedures to provide managers with immediate feedback on the causes of turnover. No change is contemplated in the size of this section over the next five years.
- (k) Division of Archives - This Division will continue to preserve official state documents as required. Over the next five years, an inventory of records by general type and recommended disposition schedules will be developed. Increased use of microfilm and microfiche will be initiated where feasible within budgetary constraints.

This Plan provides the goals, objectives and specific planned actions of each division within the Department of Administration. A specific mandate has been provided to each cost center to manage to a maximum of 5% dollar increase per year during the next five years exclusive of extenuating circumstances. In most cases, this objective has been achieved through increased productivity and tight fiscal control. However, exceptions to the 5% mandate are as follows:

- (a) The Accounts and Control increase is projected to be approximately 21% in FY 76-77 per our plan. This excessive increase is due almost exclusively to the new Collection Agency program which was passed by the legislature. In addition, however, in an effort to be responsive to the General Fund audit recommendations, several personnel additions in the field services and accounting services sections have been requested in an effort to facilitate better control. It should be underscored, however, that after FY 76-77 the budgetary increase in Accounts and Control should be held below 5%.
- (b) This plan calls for an 8.7% General Fund increase in FY 76-77 for the Division of Automated Data Processing. This cost increase should be offset by substantial ADP savings occurring elsewhere. In addition, unsolicited consolidation of several data processing budgetary elements from the Department of Local Affairs have caused a one year aberration in the Department of Administration's budget for this year. It is expected that following the upcoming year there will be a net reduction in the ADP budget for each year through 1980-81.
- (c) The disproportionate increases shown for Capitol Buildings are due almost entirely to the completion and resulting maintenance needs of Office Building "A" and the Judicial Heritage Complex during the next three years. Also, inflationary pressures on fuel and rental operations have historically had an impact on the budgets of this Section which are particularly difficult to absorb internally.

- (d) The Division of Archives is projected to expect a 23% budgetary increase in the 1976-77 fiscal year because of their projected move to Office Building "A". Efforts are currently being made to reduce the projected costs and subsequent budgets will be held within the 5% maxim.

Attached to this memo is an organization chart and schedule detailing projected yearly departmental spending authority. "Spending authority" is used interchangeably with "budget" and consists of the long bill, special appropriation legislation, potted funds, and transfer between line items. It is believed that using a total spending authority makes possible a meaningful comparison between expenditure and budgeted amounts for each of the upcoming five years.

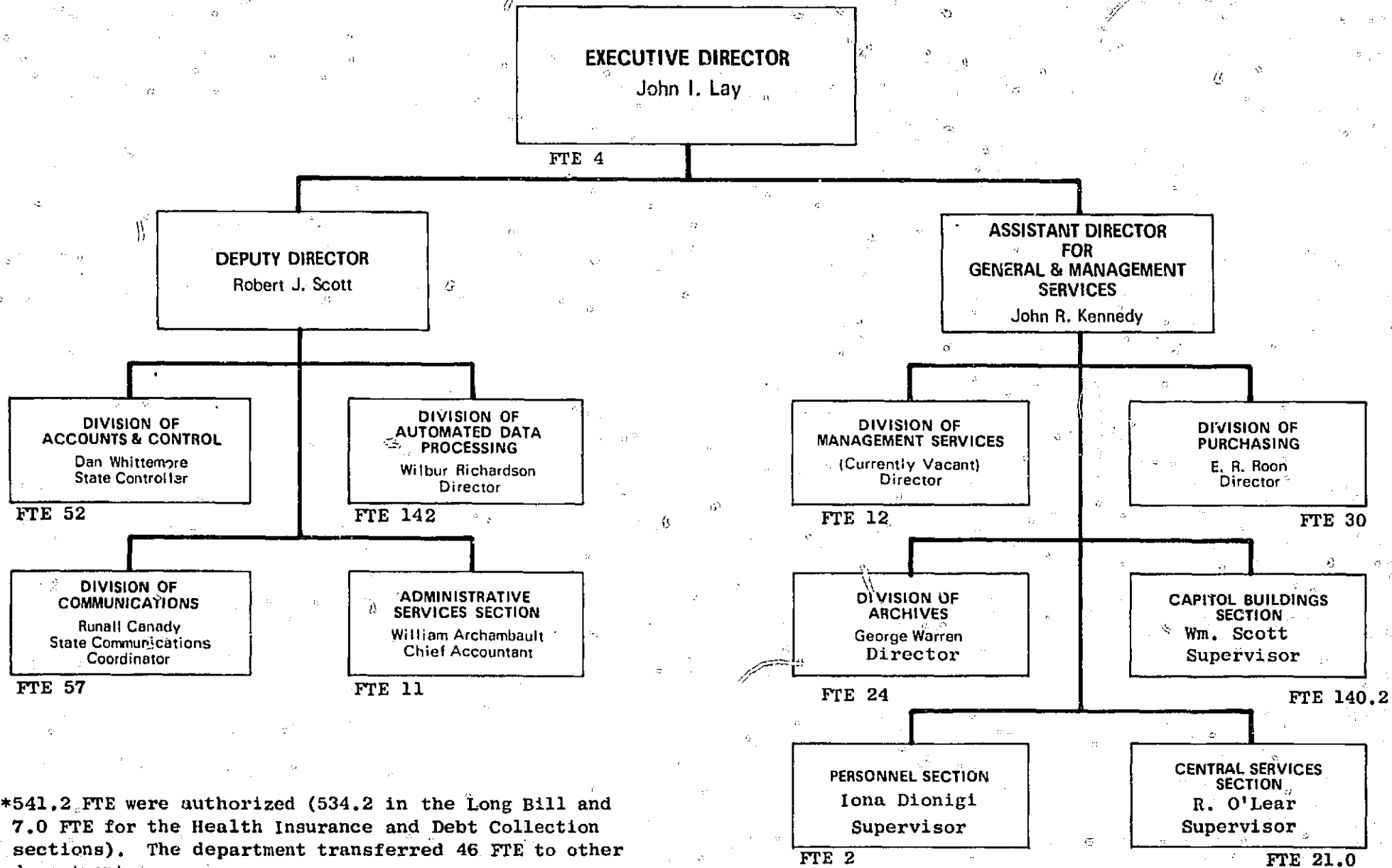
Each of the divisional and sectional plans have been organized in the ten point format which is detailed below. In all cases, the plans have been constructed in such a way as to facilitate close monitoring with actual performance while also allowing for the plan to be updated quarterly. In all cases, the term "FY 1976" is used and means the 1975-76 fiscal year.

Your specific questions concerning support detail relative to the attached plan is encouraged.

STANDARD PLAN FORMAT:

- I. STATUTORY AUTHORITY
- II. KEY DIVISIONAL GOALS
- III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS
- IV. HISTORICAL COST OF OPERATIONS, FTE, AND WORKLOAD
- V. PROJECTED BUDGET, FTE, AND WORKLOAD (1976 THROUGH 1980 FISCAL YEARS)
- VI. LONG RANGE OBJECTIVES AND YEARLY PLANS
- VII. COST BENEFIT OF PLANNED ACTIONS
- VIII. LEGISLATION REQUIRED
- IX. CONSULTING NEEDS
- X. ORGANIZATION CHART

ORGANIZATION CHART
DEPARTMENT OF ADMINISTRATION



*541.2 FTE were authorized (534.2 in the Long Bill and 7.0 FTE for the Health Insurance and Debt Collection sections). The department transferred 46 FTE to other departments.

DEPARTMENT OF ADMINISTRATION

Schedule of Expenditures from 1971 to 1975 and Projected Budget from 1976 to 1980

| | | <u>General Fund</u> | <u>% Increase</u> | <u>Cash Funds</u> | <u>% Increase</u> |
|------|--------|-------------------------|-----------------------|-----------------------|-----------------------|
| 1971 | Actual | 4,638,589 | N/A | 1,779,919 | N/A |
| 1972 | Actual | 5,403,446 | (1) 16.5 | 2,311,474 | (1) 29.9 |
| 1973 | Actual | 5,663,488 | 4.8 | 2,186,660 | (5.4) |
| 1974 | Actual | 6,444,348 | (2) 13.8 | 2,842,317 | (2) 30.0 |
| 1975 | Actual | 7,166,030 | (3) 11.2 | 2,539,417 | (3) (10.7) |
| 1976 | Budget | 8,768,874 | (4) 22.4 | 3,564,537 | (4) 40.4 |
| 1977 | Budget | 9,721,913 | (5) 10.9 | 4,203,053 | (5) 17.9 |
| 1978 | Budget | 10,216,862 | 5.1 | 5,522,655 | 31.4 |
| 1979 | Budget | 10,071,343 | (1.4) | 6,196,889 | 12.2 |
| 1980 | Budget | 10,452,543 | 3.8 | 6,456,990 | 4.2 |

- (1) Most of this increase is due to establishment of the CCIC computer.
- (2) This increase is due to new projects and increased phone costs in the Division of Communications, large salary act adjustments, increased occupancy of a building in the Capitol Complex, and increased responsibilities in Central Services.
- (3) The increase in General Fund is due to filling vacant positions in the Division of Accounts and Control. The Cash Fund reduction was primarily the result of transferring analysts and programmers from the Division of ADP to other State agencies.
- (4) The increases in the 1976 fiscal year can generally be attributed to inflation, establishment of a Collection Agency in the Division of Accounts and Control, inclusion of the CBI computer budget in the Division of ADP, the DRCC merger, increasing the general fund share of the Division of Communications budget, and the microwave replacement program.
- (5) The increases in 1977 are due primarily to expansion of the Collection Agency in Accounts and Control to an annual operation, the microwave replacement program, the addition of two new buildings for the Capitol Buildings section to maintain, and the move of the Archives Division to Office Building "A".

Department of Administration
Schedule of Spending Authority
1975-76 Fiscal Year

(GENERAL FUNDS)

| <u>General Fund</u> | <u>Long Bill</u> | <u>Adjustments</u> | <u>Special Legislation</u> | <u>Potted Funds</u> | <u>Transfers In (Out)</u> | <u>Net Spending Authority</u> |
|---------------------|----------------------|--------------------|--------------------------------|-------------------------|-------------------------------|-----------------------------------|
| Executive Director | \$ 703,156 | \$ (571,336) | \$ | \$ 8,342 | \$ | \$ 140,162 |
| Accounts & Control | 651,475 | | \$ 100,000 | 69,422 | 58,368 (1) | 879,265 |
| A.D.P. | 3,507,268 | | | 176,395 | (115,787) (2) | 3,567,876 |
| Archives | 267,706 | | | 25,834 | | 293,540 |
| Capitol Buildings | 1,837,604 | | | 191,729 | 102,989 (3) | 2,132,322 |
| Purchasing | 212,093 | | | 29,749 | | 241,842 |
| Communications | 878,386 | | | 21,480 | | 899,866 |
| Admin. Services | | 127,407 | | 16,590 | | 143,997 |
| Personnel | | 27,164 | | 9,116 | | 36,280 |
| Management Services | | 217,200 | | 16,959 | | 234,159 |
| Central Services | | 199,565 | | | | 199,565 (4) |
| Total | \$8,057,688 | -0- | \$ 100,000 | \$ 565,616 | \$ 45,570 | \$8,768,874 |

(1) Health insurance administration of \$68,166 less \$9,798 transferred to Department of Personnel.

(2) Analysts and programmers transferred to Department of Education.

(3) Shortage of \$102,989 is the result of mid year rental increases and utility cost increases.

(4) Central Services will operate out of a revolving fund for part of the 1975-76 fiscal year.

Department of Administration
Schedule of Spending Authority
1975-76 Fiscal Year

(CASH FUNDS)

| <u>Cash Funds</u> | <u>Long Bill</u> | <u>Adjustments</u> | <u>Special Legislation</u> | <u>Potted Funds</u> | <u>Transfers In (Out)</u> | <u>Net Spend Authorit</u> |
|---------------------|--------------------|--------------------|----------------------------|---------------------|---------------------------|---------------------------|
| Executive Director | \$ | \$ | \$ | \$ | \$ | \$ |
| Accounts & Control | | | | | | |
| A.D.P. | 1,381,757 | | | 26,484 | | 1,408,241 |
| Archives | 43,841 | | | 4,340 | | 48,181 |
| Capitol Buildings | 263,576 | | | | (17,577) (1) | 245,999 |
| Purchasing | | | | | | |
| Communications | 1,354,039 | | | 58,077 | 450,000 (2) | 1,862,116 |
| Admin. Services | | | | | | |
| Personnel | | | | | | |
| Management Services | | | | | | |
| Central Services | | | | | | |
| Total | \$3,043,213 | \$ | \$ | \$ 88,901 | \$ 432,423 | \$3,564,527 |

(1) Uncollectable cash fund appropriation

(2) Estimated expenditures and collections for long distance and telpak.



DEPARTMENT OF ADMINISTRATION

630 State Services Building
Denver, Colorado 80203

RICHARD D. LAMM
Governor

JOHN I. LAY
Executive Director

TO: John I. Lay, Executive Director
Department of Administration

FROM: Robert J. Scott, Deputy Director *[Signature]*

SUBJECT: OFFICE OF THE EXECUTIVE DIRECTOR'S LONG RANGE PLAN

DATE: October 1, 1975

Enclosed find a Five-Year Plan for the Office of the Executive Director.
The key elements of this plan may be summarized as follows:

- (a) In an effort to enhance managerial control, the organizational structure of the Department has been reviewed and realigned. The Deputy Director's position has been filled by myself with responsibility of being second in command in the department as well as specifically coordinating the management of the Finance, ADP, Communications, and Administrative Services areas. Ray Kennedy has been charged with continuing his responsibilities in the area of Management Services as well as coordinating the overall General Services area. (These two moves have been made with no increase in departmental FTE)
- (b) Development of a Departmental Long Range Plan has been given primary managerial emphasis. Specific emphasis on active participation by each individual section or divisional manager in the planning process has resulted in the first meaningful long range plan for many of these operations.
- (c) The Office of the Executive Director has served to be a lead function in many of the Governor's Austerity Programs. Specific emphasis has been placed on the immediate implementation of Management Services studies as well as intra-departmental cost reduction programs or service enhancements.

- (d) Particular efforts have been made to respond to the legislative intent of S. B. 22 from the 1974 session as well as S. B. 163 from the 1975 session. Both bills have called for increased coordination with the Department of Planning and Budgeting with the expressed intent of enhancing planning and budgeting activities in the Executive Branch.

In summary, the Executive Director's Office has been structured in such a way as to maximize management and control of the total Department of Administration. It is intended that the Director's Office become increasingly responsive to the specific needs of the department's operating divisions as well as the Governor and the legislature. Management by objective as well as an improved span of control should enhance the opportunity for each of the divisions as well as the total department to attain the objectives outlined in the following individual plans.

DEPARTMENT OF ADMINISTRATION

LONG RANGE PLAN

OCTOBER, 1975

I. STATUTORY AUTHORITY

The duties and powers of the Executive Director are listed in the Statutes (23-30-101, C.R.S., 1973), and may be summarized as follows:

- (1) Study and make recommendations to the Governor concerning improvements in management and programs of all State Agencies.
- (2) Coordinate and provide those services used by more than one State Agency.
- (3) Investigate any irregularities in the various State Agencies.

The Executive Director has broad powers, including the power to promulgate rules and regulations, conduct examinations of State records and employees, hold hearings, as well as negotiate standards relating to allocation of office space.

Two recent legislative actions have modified the role of the Department of Administration to some extent. Senate Bill 22 (1974 Session) created the Department of Planning and Budgeting and provided for a new Department with broad responsibilities relating to planning and budgeting. The responsibility for management of real property owned by the State was also assigned to the Department of Planning and Budgeting by Senate Bill 163 (1975 Session).

These two items of legislation removed from the Department of Administration several responsibilities relating to Budgeting and Public Works. The legislature has also assigned to the Department of Planning and Budgeting responsibility for execution of the appropriation acts which to some extent duplicates responsibilities previously assigned to the State Controller.

II. KEY GOALS

- Assist the Governor, Cabinet, and other Agency personnel to better manage State programs and resources.
- Serve in the leadership capacity for the continued promulgation of the Governor's Austerity Program.
- Enhance service delivery of Administration Departmental functions for all user agencies.

- Improve use of meaningful program planning throughout the Department of Administration.
- Facilitate the implementation of management by objectives as well as meaningful standards of performance for all key personnel.

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS

A. Historical Overview

Prior to the current fiscal year, the Executive Director's Office consisted of nearly 30 employees who were concerned with everyday management of the Department of Administration. Currently, the Executive Director's Office consists of only four employees. They are the Executive Director, Deputy Director, Assistant Director for Management and General Services, and a secretary. The remaining employees have been assigned to stand alone sections, as follows:

Administrative Services
Management Services
Personnel
Central Services

The reorganization has resulted in a clear definition of what the Executive Director's office is and what the supporting functions for the Department are.

B. Accomplishments

Reorganization of the department, development of a long range plan for the Department, and emphasis on cost reduction programs have been the substantial accomplishments of the Executive Director's office during the short time since January, 1975.

IV. HISTORICAL COSTS, FTE, AND WORKLOAD

A. Costs of Operations (All General Fund)

| | | Amount | % Change |
|------|--------|-------------|----------|
| 1971 | Actual | 67,190 | N/A |
| 1972 | Actual | 70,726 | 5.2 |
| 1973 | Actual | 72,241 | 2.1 |
| 1974 | Actual | (1) 83,256 | 15.2 |
| 1975 | Actual | (1) 107,271 | 31.2 |

- (1) These large increases are the result of changes in executive directors and separation pay approved by the Governor.

B. FTE's

| | | <u>FTE</u> | <u>% Change</u> |
|------|--------|------------|-----------------|
| 1971 | Actual | 3 | 0 |
| 1972 | Actual | 3 | 0 |
| 1973 | Actual | 3 | 0 |
| 1974 | Actual | 3 | 0 |
| 1975 | Actual | 3 | 0 |

C. Workload Indicators and Unit Costs

No meaningful workload indicators are available for the Executive Director's Office.

V. PROJECTED BUDGET, FTE, WORKLOAD AND UNIT COSTS

| | <u>Amount</u> | <u>% Change</u> |
|------|---------------|-----------------|
| 1976 | 140,162 | (1) 28.2 |
| 1977 | 147,170 | 5.0 |
| 1978 | 154,528 | 5.0 |
| 1979 | 162,254 | 5.0 |
| 1980 | 170,366 | 5.0 |

(1) This increase is due to the inclusion of the Assistant Director for Management Services in the Executive Director's Office.

B. FTE's

| | <u>FTE</u> | <u>% Change</u> |
|------|------------|-----------------|
| 1976 | 4 | 33% |
| 1977 | 4 | 0 |
| 1978 | 4 | 0 |
| 1979 | 4 | 0 |
| 1980 | 4 | 0 |

C. Projected Workload Indicator

No meaningful workload indicators are available for the Executive Director's Office.

VI. LONG RANGE OBJECTIVES AND YEARLY PLANS

A. Our objective during the next five years will be to manage the Department in accordance with the Plan.

B. Yearly Plans

Evaluate performance of each division and section against planned actions and require that each plan be updated on a quarterly basis.

VII. COST BENEFIT OF PLANNED ACTIONS

By requiring each agency to plan, reviewing the plan, and evaluating performance against it, the Department will be better managed.

VIII. LEGISLATION

Each Division or Section has stated its needed legislation in its own plan.

IX. CONSULTING NEEDS

Consultants may be needed by the Executive Director from time to time for specific projects.

X. ORGANIZATION CHART

A. Chart

(See Attached)

B. FTE Assigned

| <u>Grade & Step</u> | <u>Position Title</u> | <u>Name</u> |
|-------------------------|-----------------------|------------------|
| Exempt | Executive Director | John I. Lay |
| 80-4 | Deputy Director | Robert J. Scott |
| 76-6 | Assistant Director | John R. Kennedy |
| 39-6 | Secretary | Dorothy Courtney |



DIVISION OF ACCOUNTS AND CONTROL

DEPARTMENT OF ADMINISTRATION

706 STATE SERVICES BUILDING
DENVER, COLORADO 80203
PHONE (303) 892-3281

September 10, 1975

DAN S. WHITEMORE
State Controller

OTTO S. HUTMACHER
Disbursements Section

GEORGE R. BREWSTER
Accounting Services

LLOYD E. SPEULDA
Field Services

MEMORANDUM

To: John I. Lay, Executive Director
Department of Administration
From: Dan S. Whittemore, State Controller
Subject: Division of Accounts and Control's
Long Range Plan

We enclose a Long Range Plan for the Division. The thrust of this plan may be briefly summarized as follows:

The Division is charged with the responsibility of managing financial affairs of the state; coordinating financial administration of all state agencies; operating a unified accounting system for reporting the operations of overall State government, and controlling and accounting for appropriations of State Government.

We have completed the central accounting system's third year of operation and the system has proved viable. Our plans for the next five years center around refining the system to improve the overall quality and reliability of financial reporting in Colorado State Government. With such improved reporting, the Division will be in a better position to aid the Governor and other responsible officials in managing the state's financial resources. Specifically, the major effort in this overall plan will be the installation of terminals at agencies. This will reduce the flow of paper work in the input process and, of more significance, provide agency management with current data on which to base their decisions.

Division of Accounts and Control

Long Range Plan
August, 1975

I. STATUTORY AUTHORITY

Accounts and Control was created in 1941 by enactment of Section 24-30-201, C.R.S. 1973. The statutes provide for the division to manage financial affairs of the state; coordinate financial administration and control procedures for all state agencies, and integrate these procedures into a unified accounting system; issue warrants for the payment of state debts; promulgate fiscal rules; determine benefits (i.e., per diem, housing, etc.) to be granted state employees; and coordinate and control operational and administrative information published by agencies in state government.

II. KEY DIVISIONAL GOALS

- . Improve control over appropriations.
- . Improve financial reporting in Colorado State Government.
- . Help the Governor, cabinet, and agency personnel to better manage the state's financial resources.

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS

A. Historical Overview

Prior to 1972, state government in Colorado was on an uncoordinated central accounting system which was single entry in nature with weak internal controls and very little standardization from agency to agency.

Such systems were not uncommon among state governments and were the result of a lack of strong professional staff in the respective accounting offices.

Growth across the country in state governments along with demands for more accountability to the public, press, legislatures, and executive branch managers themselves, served to point out clearly the shortcomings in financial reporting in most state governments. These shortcomings in turn pointed out the inadequacies of state accounting systems and lack of professional expertise among state accountants.

In 1969, the Committee on Efficiency and Economy (a group of advisors from outside Colorado State Government) recommended that Colorado modernize its accounting system to make it more responsive to needs and to bring state government accounting into conformance with generally accepted accounting principles.

Because Colorado implemented many of these recommendations, we currently have an accounting system which we believe to be superior to many other states.

The system became fully operational in the 1972-73 fiscal year and has operated successfully since that time. As we gain experience with the system we are finding it meets our needs adequately. Refinements are being made as time and resources permit.

B. Accomplishments

Prior to calendar year 1974

1. Indirect cost recoveries on Federal grants

Since 1970 the division has worked with agencies to maximize their recovery of indirect costs on federal grants. Substantially, all applicable agencies are now filing indirect cost proposals. It is estimated that the 1974-75 recoveries from this source will amount to approximately \$11,375,000.

2. Computer Output Microfilm (C.O.M.)

C.O.M. was implemented in September, 1973 and so far twenty-five agencies have taken advantage of the concept. Rather than storing paper output, the data is stored on microfilm, at both a cost and storage savings. Annual cost savings to the Division of ADP are approximately \$4,000.

3. Management Reports

With the assistance of the JBC staff, the new monthly fiscal management report was implemented in October of 1973. This report has been described by several as the most meaningful report of the central accounting system. In an effort to improve its readability, the budgetary status report now contains account descriptors rather than just account numbers.

4. Training

The Controller's staff continues to give three day training seminars on the central accounting system to all agencies. Less formal training was given by the field service team and other individuals on an "as needed" basis. Continual training is resulting in better interaction with the system by agency accounting officers.

During calendar year 1974

1. New Statewide Payroll System

In January, 1974, a new payroll system was implemented which interfaces directly with the new central accounting system. Approximately one-half of all state employees are paid from the new system. The new system provides flexibility in pay frequency and consolidates withholding accounts for tax, PERA, and health insurance into the Controller's ledger. Although the normal new system "bugs" were encountered, it is currently providing satisfactory results and performance compares favorably with systems in use by other states.

2. State Accounting Advisory Committee

In February, 1974, an Executive Committee composed of accounting personnel from the larger agencies was appointed to review the central accounting system and make recommendations for improvement and simplification. Committee recommendations which have been implemented include:

- a. Consolidating forms for the deposit and distribution of cash receipts into one input form.
- b. Providing greater review and control of input documents, particularly journal entries.
- c. Establishing uniform month-end cut-off dates for the tenth of every month.
- d. Completing various system enhancements such as printing accounting names on the budgetary status report, and printing only accounts with other than zero balances on the trial balance. Report format requests have been forwarded to the Division of ADP for implementation.
- e. Booking legislative appropriations as they appear in the Long Bill. All agencies were kept informed as to booking of the Long Bill and, in most cases, prepared the entries.
- f. Moving non-capital construction accounts out of the capital construction fund for simplification in reporting.

3. Contract Procedures

During 1973-74, in consultation with agencies and the Attorney General's Office, a standard contract form was developed and processing procedures were simplified.

4. Fiscal Rules

The Division completely revised the state's fiscal rules July 1, 1974 and is in the process of updating the procedures manual for the central accounting system which is to be completed in 1975.

5. Imprest Disbursement System

In 1974, all four year colleges and universities began utilizing an imprest disbursement system, whereby they write their own checks and receive reimbursement weekly from the State Controller. This arrangement avoids the costly duplication of processing the voluminous number of vouchers on agency accounting systems in addition to the central accounting system. The drawback to the imprest system is that we lack effective control over higher education spending.

6. MARK IV Applications

Implementation in August, 1974, of ADP's MARK IV program permits quicker reporting compared to the traditional COBAL programming. Special analyses have been prepared for the State Auditor under MARK IV as well as a report of appropriation changes. MARK IV will continue to be used for new projects.

7. Capital Construction Project Report

A new Capital Construction Project Report was developed in December, 1974 to provide a complete and accurate status for each project. The report includes project description, each appropriation by year and amount, gross square footage, and project-to-date expenditures (including expenditures made in prior fiscal years).

During calendar year 1975

1. Fiscal Managers' Association

The need for improved budgeting, accounting, and fiscal management in Colorado State Government has become evident in recent years. The Fiscal Managers' Association, formed in January, 1975, is very instrumental in fostering the exchange of ideas and exploration of common problems among all employees in fiscal management and related fields. Monthly meetings are held for budget analysts, accountants, business managers, auditors, management analysts, and system analysts.

2. C.U. Reporting

Effective March, 1975, the University of Colorado began reporting university transactions to the State Controller. This will, for the first time, integrate C.U.'s financial information into the state's accounting system.

3. Use of Central Accounting System

The Departments of Revenue and Natural Resources are now doing all their accounting on the central accounting system, thereby avoiding duplicative systems. Most agencies are using the Agency Budget Ledger except those in the departments of Higher Education, Health, Institutions, and Highways.

IV. HISTORIC BUDGET, FTE, WORKLOAD STATISTICS, AND UNIT COSTS

A. Cost of operations (All General Fund)

| | Amount | % Change |
|-----------|-----------|----------|
| 71 Actual | \$550,554 | 20.9% |
| 72 Actual | 506,905 | 1.3 |
| 73 Actual | 507,599 | 0.1 |
| 74 Actual | 570,440 | 12.4 |
| 75 Actual | 734,689 | 28.8 |

The increased costs in 1973-74 were due to personnel cost increases as provided by the Personnel Board. The increase in 1974-75 was due to filling personal services positions previously authorized but vacant and an increase in health insurance support funding.

B. FTE's

| | FTE's | % Change |
|-----------|-------|----------|
| 71 Actual | 44 | (0.9%) |
| 72 Actual | 41 | (7.3%) |
| 73 Actual | 39 | (5.1%) |
| 74 Actual | 39 | 0 |
| 75 Actual | 45 | 15.4% |

The increase in fiscal '75 was due to filling personal services positions previously authorized but vacant.

C. Workload Indicators and Unit Costs

| | 1971 Actual | 1972 Actual | 1973 Actual | 1974 Actual | 1975 Actual |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Voucher Processed | | | | | |
| number | 213,336 | 198,000 | 199,672 | 207,151 | 225,511 |
| % Change | N/A | (7.2%) | 0.8% | 3.7% | 8.9% |
| unit cost | N/A | N/A | N/A | \$0.25 | \$0.27 |
| Warrants Written | | | | | |
| number | 515,582 | 597,115 | 531,477 | 575,230 | 597,565 |
| % Change | N/A | 15.8% | (11.0%) | 8.2% | 3.9% |
| unit cost | N/A | N/A | N/A | \$0.10 | \$0.12 |
| Cards Key punched | | | | | |
| number | 1,505,219 | 1,723,531 | 1,590,781 | 2,130,480 | 2,319,440 |
| % change | N/A | 15.1% | (8.2%) | 33.9% | 8.8% |
| unit cost | N/A | N/A | N/A | \$0.04 | \$0.04 |
| Personnel Actions | | | | | |
| number | N/A | 23,428 | 24,591 | 30,569 | 28,377 |
| % change | N/A | N/A | 5.0% | 24.3% | (7.1%) |
| unit cost | N/A | N/A | N/A | \$0.88 | \$0.74 |

| | <u>1971</u> <u>Actual</u> | <u>1972</u> <u>Actual</u> | <u>1973</u> <u>Actual</u> | <u>1974</u> <u>Actual</u> | <u>1975</u> <u>Actual</u> |
|--------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Health Ins. Participants | | | | | |
| number | 16,643 | 16,622 | 17,300 | 18,400 | 19,877 |
| % change | N/A | (0.1%) | 4.1% | 6.4% | 8.0% |
| unit cost | N/A | N/A | N/A | N/A | \$1.51 |
| Life Ins. Participants | | | | | |
| number | N/A | N/A | N/A | N/A | 20,750 |
| % change | N/A | N/A | N/A | N/A | N/A |
| unit cost | N/A | N/A | N/A | N/A | \$1.18 |

V. PROJECTED BUDGET, FTE, WORKLOAD, AND UNIT COSTS

A. Projected Cost of Operations (All General Fund)

| | <u>Amount</u> | <u>% Change</u> | <u>FTE</u> | <u>% Change</u> |
|-----|---------------|-----------------|------------|-----------------|
| 76* | 879,265* | 19.7% | 48* | 6.7% |
| 77* | 1,063,228 | 20.9% | 50* | 4.1% |
| 78 | 1,116,389 | 5.0% | 50 | 0% |
| 79 | 1,172,208 | 5.0% | 50 | 0% |
| 80 | 1,230,818 | 5.0% | 50 | 0% |

*The fiscal '76 increase includes an inflation factor plus \$100,000 for a collection agency (2 FTE). The fiscal '77 increase includes an inflation factor plus an additional \$140,000 for the collection agency (\$240,000 total) with three additional FTE's.

B. Projected Workload Indicators

| | <u>1976</u> | <u>1977</u> | <u>1978</u> | <u>1979</u> | <u>1980</u> |
|--------------------|-------------|-------------|-------------|-------------|-------------|
| Vouchers Processed | | | | | |
| number | 248,062 | 223,256 | 178,605 | 142,884 | 142,884 |
| % change | 10.0% | (10.0%) | (20.0%) | (20.0%) | 0 |
| unit cost | \$0.28 | \$0.33 | \$0.39 | \$0.46 | \$0.50 |
| Warrants Written | | | | | |
| number | 657,321 | 788,785 | 946,542 | 1,135,850 | 1,249,435 |
| % change | 10.0% | 20.0% | 20.0% | 20.0% | 10.0% |
| unit cost | \$0.12 | \$0.12 | \$0.12 | \$0.12 | \$0.12 |
| Cards Key punched | | | | | |
| number | 2,551,384 | 2,551,384 | 2,296,246 | 2,066,621 | 2,066,621 |
| % Change | 10.0% | 0% | (10.0%) | (10.0%) | 0 |
| unit cost | \$0.04 | \$0.04 | \$0.05 | \$0.06 | \$0.06 |
| Personnel Actions | | | | | |
| number | 29,796 | 0 | N/A | N/A | N/A |
| % change | 5.0% | (100.0%) | N/A | N/A | N/A |
| unit cost | \$1.07 | | | | |

| | <u>1976</u> | <u>1977</u> | <u>1978</u> | <u>1979</u> | <u>1980</u> |
|--------------------------|-------------|-------------|-------------|-------------|-------------|
| Health Ins. Participants | | | | | |
| number | 20,871 | 21,915 | 23,011 | 24,162 | 25,370 |
| % change | 5.0% | 5.0% | 5.0% | 5.0% | 5.0% |
| unit cost | \$1.87 | \$1.88 | \$1.97 | \$2.48 | \$2.60 |
| Life Ins. Participants | | | | | |
| number | 21,788 | 22,877 | 24,021 | 25,222 | 26,483 |
| % change | 5.0% | 5.0% | 5.0% | 5.0% | 5.0% |
| unit cost | \$0.96 | \$0.97 | \$1.02 | \$1.28 | \$1.34 |

The decrease in vouchers processed beginning in 1977 is due to the projected use of terminals in agencies. Terminalization also causes a decrease in cards keypunched. The plan calls for the personnel action function to be transferred to the Personnel Department in 1977.

VI. LONG RANGE OBJECTIVES AND YEARLY PLANS

A. Objectives During the Next Five Years will be to:

1. Bring all financial administration functions under more direct control and supervision of the State Controller.
2. Take a more active role in revenue collection, control, and projection.
3. Improve financial and management reporting in Colorado State Government through terminalization of the central accounting system, issuance of an improved fiscal digest, variance reporting, and other improved management reports.
4. Improve control over appropriations and assets of the state. This will be achieved by making improvements in the central accounting system.
5. Take a more active role in building the Governor's budget. Develop an automated budget data system.
6. Review the status of actual transactions versus the budget for all departments on a monthly basis. Report to department heads and the Governor on any problems disclosed.
7. Continue to press for improved professionalism among state fiscal officers.

B. Yearly Plans

1. 1975-76

- a. Install seven computer terminals in agencies for input of data to the central accounting system and provide on-line

access to information on disc files. There is one terminal now being installed in the Department of Local Affairs. Of the other six, three are to be on-line by December 31st and the other three on-line by June 30, 1976.

- b. Consolidate agency accounting systems into the central accounting system, including Health Department, Revenue Department, Military Affairs, and a pilot institution from both Department of Higher Education and Institutions. The Departments of Revenue and Military Affairs are on the central system as of July 1, 1975, the Health Department will be by January 1, 1976, and the two pilot institutions by July 1, 1976.
- c. Develop a procedure to decentralize document control to agencies and install in two pilot agencies (i.e., the agency will not send hard copy documents to Accounts and Control). Procedures will be developed for operational implementation January 1, 1976.
- d. Institute a collection agency as provided by House Bills 1014 and 1029, to be operational January 1, 1976.
- e. Improve communication with management by reporting variances from budgetary estimates and FTE's utilized compared with FTE's authorized. The budget variance report is operative as of July 1, 1975. Target date for the FTE report is January 1, 1976.
- f. Eliminate agency checking and savings accounts in cooperation with the State Treasurer, except for college imprest disbursements and emergency checking account. Implementation depends on the cash flow study proposed by the Treasurer.
- g. Transfer the processing of employee savings bonds from the State Treasurer to Accounts and Control. This change should be accomplished by October 31, 1975.
- h. Coordinate journal entries presently prepared by the State Treasurer's Office and the Department of Revenue. This conversion should be effective October 1, 1975.
- i. Control assets by specifying limitations and reviewing the effectiveness, including cash, inventories, investments, construction costs, etc. This is an ongoing effort which will be implemented during 1975-76.
- j. Develop a fixed asset sub-system interfaced to the central accounting system. This effort should be completed July 1, 1976. However, implementation is contingent on legislative funding being provided.

- k. Develop working relationships with the Internal Audit Group by reviewing their reports and aiding in the implementation of recommendations. This is an ongoing effort as of July 1, 1975.
- l. Create direct-line authority with agency fiscal officers. This will require either legislative enactment or an executive order. Anticipated effective date is July 1, 1976.
- m. In cooperation with the Department of Planning and Budgeting, develop an automated budget system for implementation during the fiscal year '77. A committee (see 1976-77, item "f") will develop system requirements during fiscal year '78.

2. 1976-77

- a. Install thirty-three computer terminals in agencies for a total of forty. Since this effort requires close liaison with the agencies, it is anticipated that these conversions will be spread evenly over the year. The improved access time to financial data is in line with our stated objective on financial reporting improvements.
- b. Integrate one-third of the colleges into the central accounting system, taking them off the imprest disbursement system and permitting them to write state warrants. This effort will require close liaison with the colleges and will proceed most efficiently if effected evenly at the end of each quarter during the year.
- c. Consolidate the Institution Department's accounting system into the central accounting system. This should become effective July 1, 1977, however, implementation is subject to the successful installation of the pilot project in 1975-76
- d. Decrease Accounts and Control's Key punch Section, since most of the accounting transactions will be input through terminals. (See "a" above).
- e. Eliminate the pre-audit section of Accounts and Control when the internal audit section is current on compliance audits and transfer the pre-audit FTE's to the internal audit function.
- f. Finalize an automated budget system. It is anticipated that this effort will require about \$80,000 of systems planning and programming. To facilitate this we will establish a liaison committee to coordinate the ideas of Accounts and Control, the Joint Budget Committee and the Executive Budget Office. This committee should consist of:

Robert Williams
John Bernard
Steve Jordan
George Delaney
Dan Whittemore
Jack Smith
Dick Ehmke

Joint Budget Committee
" " "
Executive Budget Office
" " "
Accounts and Control
" "
A.D.P.

The committee should be established during fiscal '76 and the project completed March 31, 1977.

- g. Develop accounts receivable and inventory subsidiary systems interfaced with the central accounting system. This must be accomplished before we can consolidate the Institution Department's accounting system into the central accounting system, (see "c" above). Therefore, our target date is December 31, 1976. It is estimated this effort will require \$70,000 of systems design and programming.
- h. Require State Controller's approval on all transactions exceeding \$25,000, beginning July 1, 1976.

3. 1977-78

- a. Install fifteen computer terminals in agencies, for a total of fifty-five. This will bring the total annual terminal investment to about \$234,000. Savings should offset the cost involved, with immediate access to data being the benefit.
- b. Interface the University of Colorado's Detail Accounting System into the state's central accounting system.
- c. Integrate the remaining two-thirds of the colleges and universities into the central accounting system, taking all off the imprest disbursement system and permitting them to write state warrants.
- d. Integrate the accounting system with the personnel and payroll systems, but re-write many programs. It is estimated that the cost of re-programming will be approximately \$150,000.

4. 1978-79

- a. Study data processing procedures of the central accounting system and consider the feasibility of totally re-writing ADP programs for processing efficiency. This revision may cost as much as \$250,000. The cost benefit will not be known until the feasibility study is completed.
- b. Consider moving the state's fiscal year from June 30 to September 30 in conformity with the federal government. This will allow more time for the legislature to approve the Long Bill and will coincide with the educational systems' year.

5. 1979-80

- a. Transfer most agency accounting personnel to Accounts and Control. The Controller would then directly be the only accounting office in the state, with minimal staff in the agencies. This should effectively provide for the elimination of many positions.

VII. COST BENEFIT OF PLANNED ACTIONS

A. Terminals

Agency utilization of computer terminals will affect long term savings by cost avoidance. That is, funds may be used for other administrative functions without a request for new appropriations. The estimated annual savings related to each terminal installation is \$3,000. Elimination of agency accounting systems and exclusive use of the central accounting system will result in this \$3,000 savings. Also, if machine processable information can be created at the same time the source document is typed, some keypunch application may be eliminated.

Information from the data base will be available via the terminal, thereby decreasing the need for such hard copy reports as the agency determines with a substantial cost savings.

B. Consolidate Liquid Assets

Improved management of liquid assets will bring several net benefits to the state.

Consolidation of cash accounts, by closing agency demand and time deposit accounts, will permit a larger investment yield through the State Treasurer.

A review of agency inventories should point to either the need for centralized inventories or the need to eliminate specific items from stock, both of which will improve cash flow of the state.

Because of the changing balances in separate cash accounts and inventory accounts, it is not possible to estimate the additional investment dollars to be recovered from this effort.

C. Central Collection Efforts

By pooling all collections of delinquent accounts, the state should effect a minimum savings of 10%, \$75,000 annually, of total collection costs. The state can more efficiently pool the collection effort than private collection agencies.

D. Decentralized Document Control

If the definitive copy of vouchers was retained in agencies, without a copy submitted to Accounts and Control, a cost savings of approximately \$50,000 annually could be realized. This savings would be seen in cost avoidance, by the Controller's Office spending more time on financial analysis and less time on pre-audit functions.

Agencies would realize a cost savings of approximately \$15,000 by not duplicating and/or printing extra copies of vouchers and back up support (i.e., invoices, receiving reports, etc.)

E. Other Planned Changes With Cost Benefits Include:

| | |
|--|---------------|
| Eliminating the pre audit section | \$25,000 |
| Eliminating the keypunch section | 70,000 |
| Developing an automated budget system | Indeterminate |
| Developing an accounting system interfaced with the fixed assets subsidiary ledgers | 50,000 |

VIII. LEGISLATION

- A. A repeal and re-enactment of the overtime rules, C.R.S. 24-30-202(18), is recommended to bring the state's overtime rules into agreement with the Federal Fair Labor Standards Act. The new legislation will clarify ambiguities in the work week and overtime payment.
- B. Transfer the requirement for accounting for property and equipment (fixed assets), to the Division of Accounts and Control from the Division of Purchasing.
- C. Delete the requirements for the quarterly allotment and the accumulated reserve.
- D. Require the Department of Revenue to pay any tax refunds due an individual who is a delinquent debtor of any state agency, to the "Central Collection Unit" in the Division of Accounts and Control. To permit the "Central Collection Unit" to access the Department of Revenue files relative to a delinquent debtor of any state agency for such data as address and taxable net income. To permit the "Central Collection Unit" to access files of the Revenue Department, Motor Vehicle Registration and Drivers License Divisions to obtain addresses of delinquent state debtors.
- E. Amend Section 30-1-118, C.R.S. 1973 to change the auto travel mileage allowance from 12¢ per mile to an amount set forth in the fiscal rules by the State Controller.
- F. Eliminate the present \$100 and \$200 limitations on petty cash funds and travel advances and permit the State Controller to establish limitations on each such fund or advance.
- G. Provide for the Highway Department to be subjected to the same fiscal and budgetary controls as other state agencies.
- H. Eliminate the \$5,000,000 General Fund reserve established for "Old Age Pension" stabilization.
- I. Broaden the powers of the State Employees and Officials Group Insurance Board to give the Board more latitude in the management of its affairs, specifically to remove the requirement for annual bids for insurance coverage.

IX. CONSULTING NEEDS

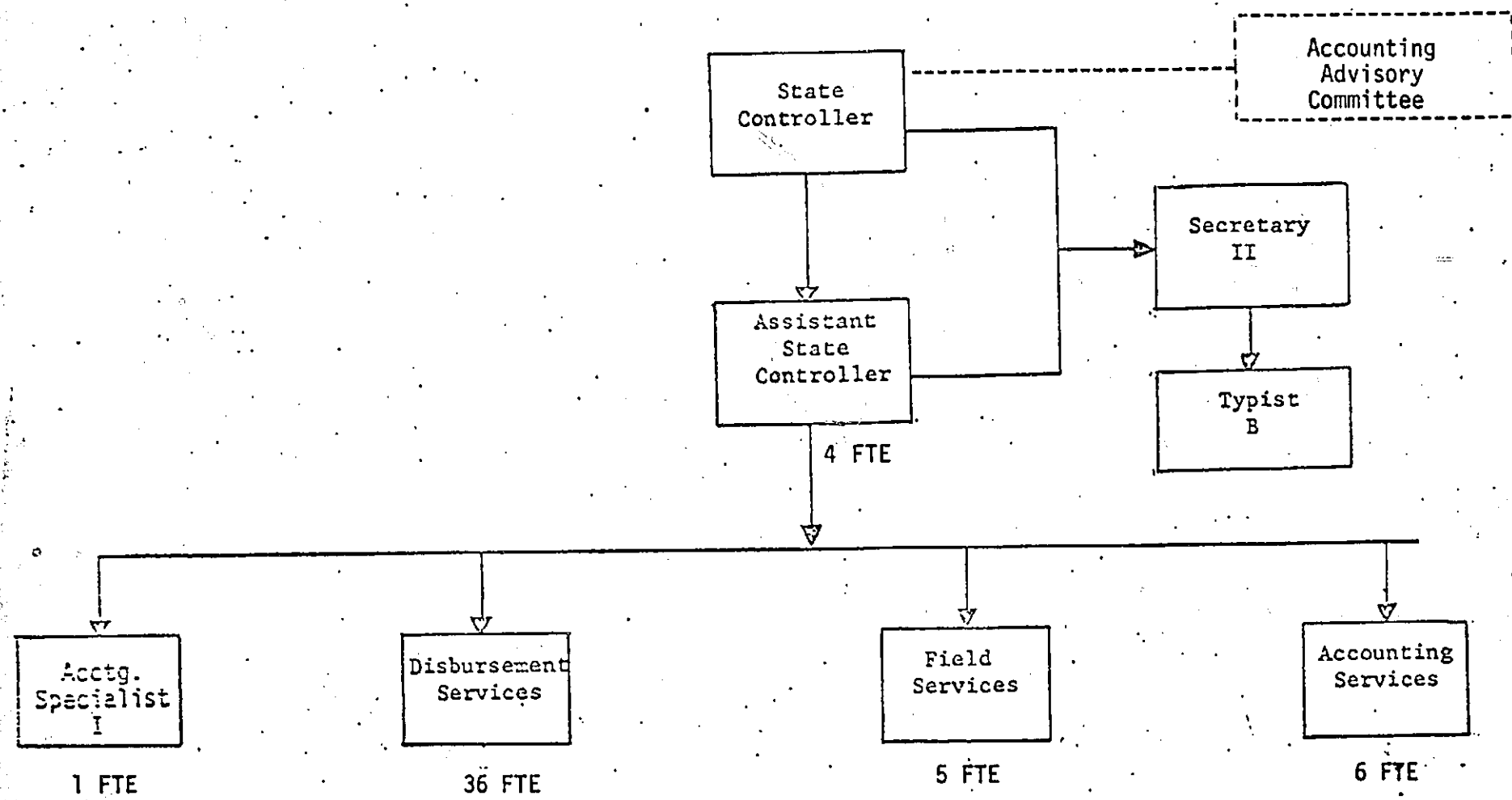
In 1975, an Accounting Advisory Committee will be organized. It will be composed of corporate controllers and members of CPA firms and the purpose of this group will be to recommend policies and procedures to the State Controller. The scope of review will include control functions, management reporting formats, and a systems review of the central accounting system.

Systems development projects mentioned above will require a significant amount of ADP personnel and management service section support over the next five years. The ADP support can either come from the ADP division or from a group carved out of existing ADP personnel and assigned to the Division of Accounts and Control. All of the systems efforts indicated will be accomplished by state employees, no outside consulting firms will be required.

In 1974 there was an accounting advisory committee which consisted of accounting and budget personnel from various state agencies. This committee will again be called upon in 1975 and 1976 to help implement the recommendations contained in the audit of the General Fund.

9/10/75

ORGANIZATION CHART
Accounts and Control



Division of Accounts & Control

9/10/75

GRADE

TITLE

NAME

Administration

| | | |
|------|----------------------------|----------------|
| 72-5 | State Controller | Dan Whittemore |
| 70-3 | Assistant State Controller | Vacant |
| 60-1 | Accounting Specialist I | Jack Smith |
| 32-6 | Secretary II | Karon Hoover |
| 15-2 | Typist B | Jo Ann Whaley |

Accounting Services

| | | |
|------|----------------------------|------------------|
| 66-7 | Chief Accountant II | George Brewster |
| 54-7 | Senior Accountant | Don Mildenberger |
| 46-5 | Accountant | Eleanor Fisk |
| 32-5 | Chief Administrative Clerk | Dorothy Jacoway |
| 32-7 | Chief Administrative Clerk | Karen Allen |
| 26-6 | Administrative Clerk B | Bea Tygert |

Field Services

| | | |
|------|--------------------------|---------------|
| 66-2 | Accounting Specialist II | Lloyd Speulda |
| 60-6 | Accounting Specialist I | Tom Wristen |
| 60-6 | Accounting Specialist I | Cliff Hall |
| 60-3 | Accounting Specialist I | Bonnie Kean |
| 60-2 | Accounting Specialist I | Tom Veit |

Disbursements

| | | |
|------|-------------------------------|-------------------|
| 66-7 | Chief Accountant II | Otto Hutmacher |
| 66-3 | Debt Collection Administrator | Vacant |
| 54-7 | Administrative Assistant III | Ruth Stambaugh |
| 54-3 | Debt Collection Agent | Vacant |
| 54-3 | Debt Collection Agent | Vacant |
| 46-7 | Administrative Assistant II | Lee Kelly |
| 46-3 | Accountant | Vacant |
| 32-5 | Clerical Supervisor II | Mary Breuning |
| 36-5 | Junior Accountant | Genola McCartee |
| 32-4 | Chief Administrative Clerk | Sharron Payton |
| 32-7 | Chief Administrative Clerk | Betty Hjelm |
| 32-7 | Clerical Supervisor II | Mildred Ronnfeldt |
| 32-6 | Chief Administrative Clerk | Helen Erickson |
| 28-7 | Tab Control Supervisor | Mary Lantzy |
| 26-7 | Administrative Clerk B | Charlene Anderson |
| 26-6 | Administrative Clerk B | Virginia Waitz |
| 26-6 | Administrative Clerk B | Vacant |
| 26-4 | Administrative Clerk B | Betty Ivarson |
| 26-3 | Secretary I-B | Vacant |
| 26-2 | Administrative Clerk B | Jenny Valadez |
| 26-2 | Administrative Clerk Typist B | Dorothy Weber |

9/10/75

GRADE

TITLE

NAME

| | | |
|------|-------------------------------|------------------|
| 22-7 | Senior Key punch Operator | Margaret Mertz |
| 22-7 | Senior Key punch Operator | Betty Gillespie |
| 22-6 | Senior Key punch Operator | Norma Garwood |
| 22-5 | Senior Key punch Operator | Donna Warner |
| 19-2 | Administrative Clerk Typist A | Olga Nelson |
| 18-6 | Key punch Operator | Joan Kugler |
| 18-5 | Administrative Clerk A | Thomasceda Curry |
| 18-2 | Key punch Operator | Jean White |
| 18-1 | Administrative Clerk A | Helen Bevan |
| 18-1 | Administrative Clerk A | Vacant |
| 17-6 | Utility Worker | Ray Bustos |
| 15-2 | Typist B | Ruth Johnson |
| 15-2 | Typist B | Sandra Shultz |
| 15-1 | Typist B | Linda MacFarlane |
| 12-1 | Clerical Assistant B | Jack Sedalnick |

CENTRAL ACCOUNTING SYSTEM
PROPOSED TERMINAL INSTALLATION

| <u>Agency</u> | <u>Location</u> | <u>1974-75</u> | <u>1975-76</u> | <u>1976-77</u> | <u>1977-78</u> |
|---------------------------------------|-----------------|----------------|----------------|----------------|----------------|
| Total Added | | (1) | (6) | (33) | (15) |
| Cumulative Totals | | (1) | (7) | (40) | (55) |
| 1. Accounts and Control | Denver | | x | | |
| 2. Highways | Denver | | | x | |
| 3. Local Affairs | Denver | x | | | |
| 4. Dept. of Administration | Denver | | x | | |
| 5. Division of Budget | Denver | | | x | |
| 6. Education | Denver | | x | | |
| 7. Health | Denver | | x | | |
| 8. Ridge Home & Training | Wheat Ridge | | x | | |
| 9. Grand Junction Home & Training | Grand Junction | | | x | |
| 10. Personnel | Denver | | | x | |
| 11. Regulatory Agencies | Denver | | | x | |
| 12. Revenue | Denver | | x | | |
| 13. Social Services | Denver | | x | | |
| 14. Joint Budget Committee | Denver | | | | x |
| 15. State Auditor | Denver | | | x | |
| 16. Judicial Administration | Denver | | | x | |
| 17. Governor's Administrative Office | Denver | | | | x |
| 18. Division of Purchasing | Denver | | | | x |
| 19. Public Works | Denver | | | | x |
| 20. Agriculture | Denver | | | x | |
| 21. Comm. on Higher Education | Denver | | | | x |
| 22. Colorado University - Boulder | Boulder | | | | x |
| 23. University Med. Center - Colorado | Denver | | | | x |
| 24. Mines | Golden | | | x | |
| 25. Colorado State University | Ft. Collins | | | x | |
| 26. Fort Lewis | Durango | | | x | |
| 27. Adams State | Alamosa | | | x | |
| 28. Mesa College | Grand Junction | | | x | |
| 29. Metro | Denver | | | x | |
| 30. SCSC | Pueblo | | | x | |
| 31. UNC | Greeley | | | x | |
| 32. Western | Gunnison | | | x | |
| 33. Comm. College & Occupational Ed | Denver | | | x | |
| 34. Aims | Greeley | | | | x |
| 35. Arapahoe | Littleton | | | x | |
| 36. Community College of Denver | Denver | | | x | |
| 37. El Paso | Colo. Springs | | | x | |
| 38. Lamar | Lamar | | | | x |
| 39. Morgan Comm. College | Fort Morgan | | | | x |
| 40. Otero | La Junta | | | | x |
| 41. Trinidad | Trinidad | | | x | |
| 42. Auraria | Denver | | | | x |
| 43. Institutions - Admin. | Littleton | | | x | |

| <u>Agency</u> | <u>Location</u> | <u>1974-75</u> | <u>1975-76</u> | <u>1976-77</u> | <u>1977-78</u> |
|---------------------------|------------------|----------------|----------------|----------------|----------------|
| 44. Penitentiary | Canon City | | | X | |
| 45. Reformatory | Buena Vista | | | X | |
| 46. State Hospital | Pueblo | | | X | |
| 47. Deaf and Blind | Colorado Springs | | | X | |
| 48. Labor and Employment | Denver | | | X | |
| 49. Legal Affairs | Denver | | | | X |
| 50. Military Affairs | Denver | | | | X |
| 51. Natural Resources | Denver | | | X | |
| 52. Trinidad Nursing Home | Trinidad | | | X | |
| 53. Veterans Center | Homelake | | | X | |
| 54. State | Denver | | | | X |
| 55. Treasury | Denver | | | X | |

9/10/75

AGENCIES NOT INCLUDED IN TERMINAL RECOMMENDATION

General Assembly
Legislative
Legislative Drafting
Revenue of Statutes
Court of Appeals
Public Defender
Highway Safety
Land Use
Archives
A.D.P.
Capitol Buildings
Capitol Parking Section
Communications
Surplus Property
Arts and Humanities
Historical Society
Colorado University - Denver
Colorado University - Colorado Springs
State Colleges - Administration
Corrections - Administration
Adult Parole
Correctional Industries (Uses Penitentiary)
Mental Health Adm. (Inst.)
Ft. Logan (Utilize - Inst. Adm.)
Mental Retardation Adm.
Home and Training - Pueblo (Use Hospital)
Youth Services (Use Inst.)
Employment
State Comp. Insurance
Manpower
Inheritance Tax
U.C.C.G.
Natural Resources Divisions (Uses Natural Resources)
Regulatory Agencies (Uses Regulatory Agencies Adm.)
Rehabilitation

Appendix B

Controller's Non-Operating Accounts
(Potted funds for all agencies)

A. Overview

The Division of Accounts and Control is appropriated and disburses a number of non-operating accounts owing to the various agencies and employees. Since, at the time the Long Bill is finalized, the detail by agencies is not available, appropriations are made centrally for the use of all agencies to the State Controller.

In most instances, a significant savings accrues to the State since only the historical usage by the agencies is transmitted to them. For example, salary act historically has been funded at seventy-five percent (85% for 1975-76) of total cost, since through statewide vacancy savings, the need request from the agencies was less than actual disbursement.

Most of these special purpose items constitute those individual adjustments necessary for maintenance of the fringe benefits accruing to the various agencies. In order to provide for management control and maximum economies, these accounts are centralized under the auspices of the Controller for disbursement upon specific justification.

B. Cost of non-operating accounts

| | Source | | |
|--|---------------------|-------------------|--------------|
| | <u>General Fund</u> | <u>Augmenting</u> | <u>Total</u> |
| 1. Salary Survey Adjustments | | | |
| Fiscal '71 Actual | 3,492,408 | 1,252,942 | 4,745,350 |
| Fiscal '72 Actual | 3,742,972 | 853,536 | 4,596,508 |
| Fiscal '73 Actual | 2,128,711 | 258,748 | 2,387,459 |
| Fiscal '74 Actual | 6,132,481 | 1,912,823 | 8,045,304 |
| Fiscal '75 Estimate | 9,800,866 | 3,743,118 | 13,543,984 |
| 2. Anniversary (Merit) Increases | | | |
| Fiscal '71 Actual (Appropriated to Agencies) | - | - | - |
| Fiscal '72 Actual (Appropriated to Agencies) | - | - | - |
| Fiscal '73 Actual | 909,021 | 128,523 | 1,037,544 |
| Fiscal '74 Actual | 1,807,910 | 549,233 | 2,357,143 |
| Fiscal '75 Estimate | 2,546,085 | 461,229 | 3,007,314 |

| | Source | | |
|---|--------------|------------|-----------|
| | General Fund | Augmenting | Total |
| 3. Group Health & Life Insurance | | | |
| Fiscal '71 Actual | 638,894 | 124,837 | 763,731 |
| Fiscal '72 Actual | 576,398 | 244,733 | 821,131 |
| Fiscal '73 Actual | 888,598 | 247,918 | 1,136,516 |
| Fiscal '74 Actual | 890,169 | 251,413 | 1,141,582 |
| Fiscal '75 Estimate | 1,148,742 | 295,793 | 1,444,535 |
| 4. Annuitants Health & Life Insurance | | | |
| Fiscal '71 Actual | - | - | - |
| Fiscal '72 Actual | 144,793 | - | 144,793 |
| Fiscal '73 Actual | 205,534 | - | 205,534 |
| Fiscal '74 Actual | 234,478 | - | 234,478 |
| Fiscal '75 Estimate | 319,382 | - | 319,382 |
| 5. Workmen's Compensation Insurance | | | |
| Fiscal '71 Actual | 730,072 | 123,409 | 853,481 |
| Fiscal '72 Actual | 751,798 | 134,755 | 886,553 |
| Fiscal '73 Actual | 777,029 | 115,409 | 892,438 |
| Fiscal '74 Actual | 828,036 | 153,719 | 981,755 |
| Fiscal '75 Estimate | 987,843 | 243,767 | 1,231,610 |
| 6. Colorado Claims Commission | | | |
| Fiscal '71 Actual | 124 | - | 124 |
| Fiscal '72 Actual | - | - | - |
| Fiscal '73 Actual | 50 | - | 50 |
| Fiscal '74 Actual | 5,000 | 25,000 | 30,000 |
| Fiscal '75 Estimate | 5,000 | - | 5,000 |
| 7. Employees Emeritus Retirement | | | |
| Fiscal '71 Actual | 22,683 | - | 22,683 |
| Fiscal '72 Actual | 20,861 | - | 20,861 |
| Fiscal '73 Actual | 20,106 | - | 20,106 |
| Fiscal '74 Actual | 17,201 | - | 17,201 |
| Fiscal '75 Estimate | 20,000 | - | 20,000 |
| 8. Retirement Benefit - School and Municipal Employees | | | |
| Fiscal '71 Actual | 294,658 | - | 294,658 |
| Fiscal '72 Actual | 284,349 | - | 284,349 |
| Fiscal '73 Actual | 273,449 | - | 273,449 |
| Fiscal '74 Actual | 277,000 | - | 277,000 |
| Fiscal '75 Estimate | 270,000 | - | 270,000 |

| | | Source | | |
|-----|---|--------------|------------|---------|
| | | General Fund | Augmenting | Total |
| 9. | Retirement Benefits - State Employees | | | |
| | Fiscal '71 Actual | 457,583 | - | 457,583 |
| | Fiscal '72 Actual | 435,216 | - | 435,216 |
| | Fiscal '73 Actual | 414,903 | - | 414,903 |
| | Fiscal '74 Actual | 420,000 | - | 420,000 |
| | Fiscal '75 Estimate | 410,000 | - | 410,000 |
| 10. | Employment Security Payments | | | |
| | Fiscal '71 Actual | - | - | - |
| | Fiscal '72 Actual | - | - | - |
| | Fiscal '73 Actual | 35,212 | - | 35,212 |
| | Fiscal '74 Actual | 168,750 | 56,250 | 225,000 |
| | Fiscal '75 Estimate | 168,750 | 56,250 | 225,000 |
| 11. | Staff Salary Increases - Education and Higher Education | | | |
| | Fiscal '71 Actual | - | - | - |
| | Fiscal '72 Actual (includes C.U.) | 628,543 | 40,914 | 669,457 |
| | Fiscal '73 Actual (excludes C.U.) | 4,297 | - | 4,297 |
| | Fiscal '74 Actual (excludes C.U.) | 71,650 | 46,968 | 118,618 |
| | Fiscal '75 Estimate | 90,977 | 10,000 | 100,977 |
| 12. | Shift Differential | | | |
| | Fiscal '71 Actual | - | - | - |
| | Fiscal '72 Actual | - | - | - |
| | Fiscal '73 Actual | - | - | - |
| | Fiscal '74 Actual | - | - | - |
| | Fiscal '75 Estimate | 644,000 | 71,000 | 715,000 |
| 13. | Longevity Differential | | | |
| | Fiscal '71 Actual | - | - | - |
| | Fiscal '72 Actual | - | - | - |
| | Fiscal '73 Actual | - | - | - |
| | Fiscal '74 Actual | - | - | - |
| | Fiscal '75 Estimate | 655,920 | 175,000 | 830,920 |
| 14. | Incentive Awards | | | |
| | Fiscal '71 Actual | 5,484 | 2,850 | 8,334 |
| | Fiscal '72 Actual | 1,397 | - | 1,397 |
| | Fiscal '73 Actual | 1,801 | - | 1,801 |
| | Fiscal '74 Actual | 10,000 | - | 10,000 |
| | Fiscal '75 Estimate | - | - | - |

Note: Transferred to Department of Personnel July 1, 1974

| | Source | | |
|--|--------------|------------|-----------|
| | General Fund | Augmenting | Total |
| 15. Salary Survey - Univ. of Colo. | | | |
| Fiscal '71 Actual | - | - | - |
| Fiscal '72 Actual | - | - | - |
| Fiscal '73 Actual | 752,509 | 689,394 | 1,441,903 |
| Fiscal '74 Actual | 2,661,870 | - | 2,661,870 |
| Fiscal '75 Estimate | - | - | - |
| 16. Bonus Payment | | | |
| Fiscal '71 Actual | - | - | - |
| Fiscal '72 Actual | - | - | - |
| Fiscal '73 Actual | - | - | - |
| Fiscal '74 Actual | 150,000 | - | 150,000 |
| Fiscal '75 Estimate | - | - | - |
| 17. Personnel Classification Plan | | | |
| Fiscal '71 Actual | - | - | - |
| Fiscal '72 Actual | - | - | - |
| Fiscal '73 Actual | - | - | - |
| Fiscal '74 Actual | 340,000 | - | 340,000 |
| Fiscal '75 Estimate | - | - | - |
| 18. PERA - Additional Benefits | | | |
| Fiscal '71 Actual | - | - | - |
| Fiscal '72 Actual | - | - | - |
| Fiscal '73 Actual | - | - | - |
| Fiscal '74 Actual | 1,580,563 | 1,461,018 | 3,031,581 |
| Fiscal '75 Estimate | - | - | - |
| 19. Group Health Insurance - C.U. | | | |
| Fiscal '71 Actual | - | - | - |
| Fiscal '72 Actual | - | - | - |
| Fiscal '73 Actual | 142,827 | - | 142,827 |
| Fiscal '74 Actual | - | - | - |
| Fiscal '75 Estimate | - | - | - |
| 20. Group Health Insurance - Judicial | | | |
| Fiscal '71 Actual | - | - | - |
| Fiscal '72 Actual | - | - | - |
| Fiscal '73 Actual | 70,420 | - | 70,420 |
| Fiscal '74 Actual | - | - | - |
| Fiscal '75 Estimate | - | - | - |



DEPARTMENT OF ADMINISTRATION
DIVISION OF AUTOMATED DATA PROCESSING
2002 S. Colorado Blvd.
DENVER, COLORADO 80222

Richard D. Lamm
Governor

MEMORANDUM

John I. Lay
Exec. Director

DATE: August 28, 1975

TO: John I. Lay, Executive Director, Department of Administration

FROM: *WR* Wilbur M. Richardson, Director, Division of ADP

SUBJECT: Transmittal of the Division of ADP Goals and Objectives for 1976-80

This document addresses the Division of ADP's plan to operate a central computer service center and perform our statutory responsibility to maintain an effective and economical level of service for all state agencies.

We believe automated data processing is a vital and often disguised mechanism by which citizens of Colorado are able to participate in state programs. In order for this technology to respond to such a challenge, we are proposing the following changes in our current methods.

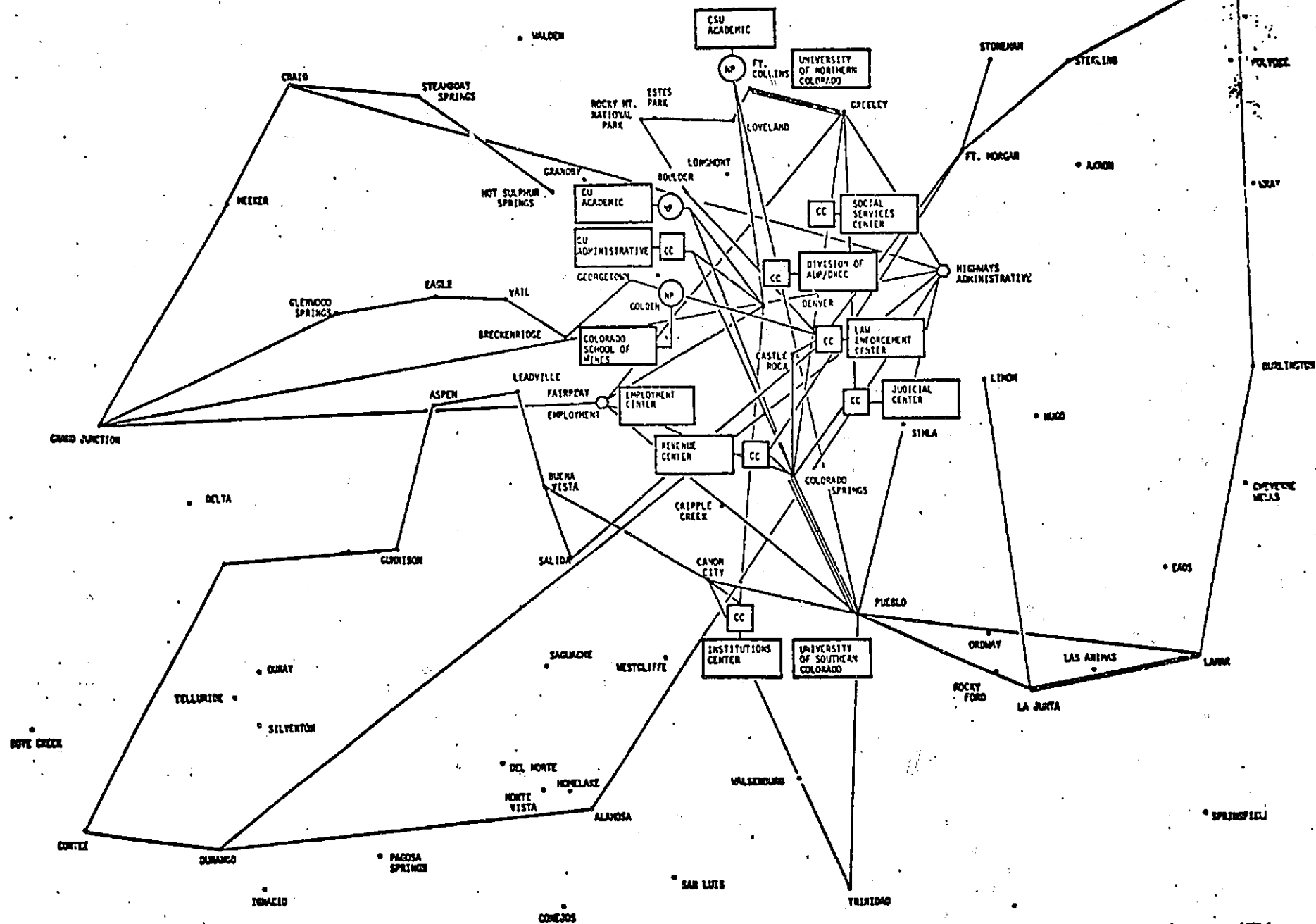
****Fewer but larger state computers capable of supporting large data bases and a data communications network**

****A heavy emphasis on terminal developed applications based on state programs as opposed to agency operational requirements.**

We encourage your cooperation, suggestions and support as we proceed to implement this plan.

WMR/1kc

State Computer Centers and
Communications Lines 1975



DIVISION OF AUTOMATED DATA PROCESSING

LONG RANGE PLAN

JUNE 1975

I. STATUTORY AUTHORITY

24-30-602, C.R.S. 1973 provides that the Division of ADP formulate and administer an ADP Plan for the State of Colorado; review ADP applications; establish ADP procedures and standards; establish and maintain ADP facilities; advise the Department of Personnel, the Governor, and the General Assembly on ADP matters; prepare required ADP reports; approve or disapprove equipment acquisitions; study and assess ADP operations; and provide ADP services, equipment and facilities for state agencies according to needs.

II. KEY DIVISIONAL GOALS

- ° Provide ADP services to all state agencies on an equitable basis and at minimal costs.
- ° Coordinate and control the administration of ADP on a statewide basis.
- ° Develop in close cooperation with the Division of Communications a data communication network which will provide timely access to the state's computer centers.

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS

A. Historical Overview

Prior to the Reorganization Act (Senate Bill 1) passed in 1967-68 by the Colorado Legislature, the data processing service function was under the Division of Accounts and Control. As a result of Senate Bill 1, the Division of ADP was organized and its first Director was appointed. The Division of ADP at that time consisted of two sections; Planning, which addressed the statewide ADP activity and the Computer Center, which performed full development and computer services. Since 1968, the Computer Center has expanded its service from the State Controller's activity to serving some thirty agencies in developing and processing their applications. The Planning Section ~~and their related activities~~ have varied through the years in size, and organization, and purpose. During the period between 1970 and 1973, they were transferred from the Division of ADP to the Departmental level in Administration. In September 1973, they were transferred back to the Division of ADP, which was organized into three sections: Application Development, which provides systems analysis and programming service; Operations, which provides data creation and computer services; and Planning and Coordination, which provides for statewide ADP Planning Evaluations, equipment acquisition and the other statewide activities required by the statutes.

Since the creation of the Division in 1968, not only have the scope of services and organization structure changed, but there has been

movement from total decentralization of all ADP activities to total centralization, and until June 1974, no approved ADP Plan was ever presented to the Executive or Legislative Branches of government for implementation. In June 1974, Governor John Vanderhoof signed the ADP Master Plan, which was a "middle ground" approach to state ADP activity.

B. Accomplishments

1. Several performance evaluations of ADP installations have been completed. These include the Department of Highways, Revenue, Labor and Employment, Institutions, Social Services, Natural Resources, University of Northern Colorado, Colorado Bureau of Investigation, Colorado School of Mines and Denver Regional Computer Center. The evaluation at the Department of Natural Resources resulted in closing that installation which provided a savings of \$96,504 with no degradation of service. The evaluation at the Department of Social Services may result in future savings of approximately \$500,000 annually. Evaluation of data processing installations will be continued in order to achieve better management of computer resources.
2. Information is being gathered concerning all ADP system projects and will be used to evaluate the cost/benefit of the state's ADP systems.
3. A Colorado ADP Management Manual was developed, published, and distributed to all ADP installations and users. The initial publication contains ADP policy letters on Planning, Budgeting and Equipment Acquisition and use. It also contains Information Processing Standards, System Development Assurance Standards and Guidelines. Agencies will be expected to follow the provisions in this manual. This will result in more standardization of procedures among state agencies in ADP matters.
4. A file management system called MARK IV was purchased and is now in use in the state's central service center. This system has increased programmer productivity by 40% for those applications in which it is used.
5. In many cases, systems and programming personnel have been transferred to agencies which they serve. This has resulted in increased productivity and responsiveness to agency ADP needs. This trend will be continued.
6. Other accomplishments relating to the June 1974 ADP Master Plan are:
 - a. The number of computer centers has been reduced by one (1) since the 1974 Plan, and a reduction of one more is now being accomplished through consolidation of the Denver Regional Computer Center and the Administration Computer Center.

- b. Equipment improvements have been made in the Administration and the Colorado Bureau of Investigation Computer Centers to facilitate their roles as state computer centers, and in the Department of Health and Natural Resources to provide a terminal related, limited processing capability.
- c. Improved commonality of software between the Denver Regional Computer Center and the Administration Center has been achieved, this has permitted consolidation of these two operations. Teleprocessing software has been selected for the consolidated center and is compatible with software used in the Department of Social Services. A file management system software has been purchased for all users of the Administration Center. Data Base Management software is being evaluated by the Division of ADP.
- d. A coordinated effort among using agencies, the Division of Communications, and the Division of ADP has been undertaken to define the projected requirements for statewide data communications. Some of the results of this joint effort are reflected in this plan.
- e. Terminal processing has progressed in various departments as anticipated by the 1974 plan.

IV. HISTORICAL BUDGET, FTE, WORKLOAD STATISTICS AND UNIT COSTS

A. Cost of Operations

| <u>YEAR</u> | <u>TOTAL</u> | <u>% INCREASE</u> | <u>GENERAL FUND</u> | <u>% INCREASE</u> | <u>OTHER</u> | <u>% INCREASE</u> |
|-------------|--------------|-----------------------|-------------------------|-----------------------|--------------|-----------------------|
| 70-71 | 2,430,768 | 34.8 | 1,580,660 | 34.8 | 850,108 | 34.8 |
| 71-72 | 3,486,991(1) | 43.4 | 2,169,934 | 37.3 | 1,317,057 | 54.9 |
| 72-73 | 3,365,763 | (3.5) | 2,232,731 | 2.9 | 1,133,032 | (14.0) |
| 73-74 | 3,697,798(2) | 9.9 | 2,405,000 | 7.7 | 1,292,798 | 14.1 |
| 74-75 | 3,159,178(3) | (14.6) | 2,588,554 | 7.6 | 570,624 | (55.7) |

- (1) The large increase in 71-72 is due to initiation of the CCIC computer.
- (2) The increase in 1973-74 was the result of the division's expansion in the area of statewide ADP management and control.
- (3) The decrease in the division's budget in 1974-75 was the result of transferring some analysts and programmers to user agencies.

IV. B. FTE's

| <u>YEAR</u> | <u>TOTAL</u> | <u>% CHANGE</u> | <u>GENERAL FUND</u> | <u>% CHANGE</u> | <u>OTHER</u> | <u>% CHANGE</u> |
|-------------|--------------|---------------------|-------------------------|---------------------|--------------|---------------------|
| 70-71 | 157 | N/A | 110 | N/A | 41 | N/A |
| 71-72 | 181 | 15.3 | 121 | 10.0 | 60 | 46.3 |
| 72-73 | 168 | (7.2) | 112 | (7.4) | 56 | (6.7) |
| 73-74 | 186 | 10.7 | 140 | 25.0 | 46 | (17.9) |
| 74-75 | 156 | (16.1) | 127 | (9.3) | 29 | (36.9) |

The reasons for the fluctuations in FTE's are the same reasons for fluctuations in costs.

C. Workload Indicators and Unit Costs

1. Statewide ADP

| <u>Year</u> | <u>Profess- ional Staff</u> | <u>Perform- ance Evaluation</u> | <u>RFP's Initiated</u> | <u>Budgets Reviewed</u> | <u>Studies Completed</u> | <u>Master Plans</u> |
|-------------|-------------------------------------|---|----------------------------|-----------------------------|------------------------------|-------------------------|
| 70-71 | 3 | 0 | 9 | 37 | 2 | 0 |
| 71-72 | 6 | 0 | 8 | 37 | 4 | 0 |
| 72-73 | 6 | 1 | 7 | 38 | 3 | 1 |
| 73-74 | 11 | 6 | 7 | 40 | 5 | 1 |
| 74-75 | 11 | 7 | 13 | 40 | 6 | 1 |

The ADP planning and coordination group performs evaluations of computer installations throughout state government. A total of 14 evaluations have been performed to date and have resulted in significant cost savings.

44 RFP's have been initiated by the Division of ADP during the last 5 years. Several of these have been for major upgrades and have required many man hours of work.

ADP budgets of all state agencies are reviewed by the Planning and Control Section. The amount of time spent on each budget depends on size of the installation and impact of requested changes or increases.

Special studies such as data base management techniques, security implications, etc., are performed by the planning and coordinating section. 20 of these have been performed during the last 5 years.

IV. C.

2. Billing Rates Per Hour

| Year | System Analysis | | Programming | |
|-------|-----------------|------------|-------------|------------|
| | Amount | % Increase | Amount | % Increase |
| 70-71 | 11.02 | N/A | 9.78 | N/A |
| 71-72 | 12.00 | 8.9 | 9.00 | (8.0) |
| 72-73 | 13.50 | 12.5 | 11.00 | 22.2 |
| 73-74 | 15.00 | 11.1 | 11.00 | 0.0 |
| 74-75 | 15.00 | 0.0 | 11.00 | 0.0 |

| | Data Creation | | Computer (average occupancy hr.) | |
|-------|---------------|------------|----------------------------------|------------|
| | Amount | % Increase | Amount | % Increase |
| 70-71 | 5.77 | N/A | 65.03 | N/A |
| 71-72 | 5.52 | (4.3) | 56.64 | (12.9) |
| 72-73 | 5.60 | 1.4 | 85.00 | 50.1 |
| 73-74 | 6.50 | 16.1 | 100.00 | 17.6 |
| 74-75 | 6.00 | (7.7) | 127.00 | 27.0 |

During recent years a billing system was developed that distributes costs by computer components. Charges are then made to agencies based on their use of each component.

3. Production Hours Billed

| | Systems Analysis | | Programming | |
|-------|------------------|---------------|-------------|---------------|
| | Hours | % Increase | Hours | % Increase |
| 70-71 | 54,322 | Not Available | 81,036 | Not Available |
| 71-72 | 86,098 | 58.5 | 89,663 | 10.6 |
| 72-73 | 55,507 | (35.5) | 49,686 | (44.6) |
| 73-74 | 58,550 | 5.5 | 51,171 | 3.0 |
| 74-75 | 34,698* | (40.7) | 47,363* | (7.4) |

*Social Services, Highway Department, and CBI development staff were transferred from Division of ADP.

| | Data Creation | | Computer | |
|-------|---------------|---------------|----------|---------------|
| | Hours | % Increase | Hours | % Increase |
| 70-71 | 26,682 | Not Available | 18,120 | Not Available |
| 71-72 | 69,761 | 161.5 | 21,575 | 19.1 |
| 72-73 | 56,953 | (18.4) | 11,002* | (49.0) |
| 73-74 | 61,258 | 7.6 | 11,606 | 5.5 |
| 74-75 | 82,601 | 34.8 | 11,732 | 1.1 |

*Starting in 1972-73 the computer use was billed by components used rather than "hours in process" that was the previous criterion.

IV. C.

4. Thousand Dollar Usage of ADP Centers

| AGENCIES | <u>70-71</u> | <u>Actual 71-72</u> | <u>Actual 72-73</u> | <u>Actual 73-74</u> | <u>Estimated 74-75</u> |
|----------------------------------|--------------|-------------------------|-------------------------|-------------------------|----------------------------|
| <u>a. Increased Usage</u> | | | | | |
| Communications | - | - | - | - | 6 |
| Executive Budget Office | - | 2 | 3 | - | 11 |
| Division of ADP | 157 | 199 | 88 | 70 | 143 |
| Health | 25 | 43 | 49 | 33 | 53 |
| Education | 83 | 78 | 41 | 56 | 97 |
| Property Tax | 18 | 23 | 13 | 25 | 55 |
| Insurance | 16 | 10 | 12 | 37 | 61 |
| Legislative Bill Draft. | - | 82 | 111 | 322 | 139 |
| Sec. State | - | - | - | - | 9 |
| Labor | 8 | 3 | 4 | 5 | 25 |
| Employment | - | - | - | 5 | 29 |
| Natural Resources | 2 | 24 | - | 5 | 62 |
| Personnel | - | 79 | 55 | 79 | 89 |
| Higher Education | 1 | - | - | - | 12 |
| Accounts and Control | 121 | 131 | 277 | 325 | 453 |
| Local Affairs | - | 4 | - | - | 49 |
| Highway | 44 | 51 | 30 | 29 | 62 |
| <u>b. Level Usage</u> | | | | | |
| Treasury | 28 | 32 | 19 | 22 | 16 |
| Board of Accountancy | 4 | 3 | - | - | 5 |
| General Assembly | - | - | 1 | 1 | 2 |
| Fort Logan | 1 | 3 | 2 | 4 | 4 |
| Regulatory Agencies | - | - | 1 | 1 | - |
| <u>c. Decreased Usage</u> | | | | | |
| Agriculture | 16 | 30 | 4 | 2 | 5 |
| Purchasing | - | - | 3 | 3 | 5 |
| Highway Safety | - | - | - | - | 4 |
| Institutions | - | - | - | - | - |
| Revenue | - | - | - | - | - |
| Denver Urban Renewal | - | - | - | 1 | 1 |
| <u>d. Change Due to Transfer</u> | | | | | |
| Social Services | 251 | 573 | 475 | 502 | 293 |
| CBI | 1 | - | 766 | 1 | 1 |
| Comp. Ins. Fund | 130 | 86 | 55 | - | 1 |

V. PROJECTED BUDGET, FTE AND WORKLOAD STATISTICS

A. Projected Cost of Operation and FTE Requirements

| <u>Fiscal Year</u> | <u>Total</u> | <u>% Increase</u> | <u>General Fund</u> | <u>Increase</u> | <u>Other</u> | <u>% Increase</u> |
|--------------------|--------------|-------------------|---------------------|-----------------|--------------|-------------------|
| 75-76 (1) | 4,976,117 | 57.5 | 3,567,876 | 37.8 | 1,408,241 | 146.8 |
| 76-77 (2) | 5,304,540 | 6.6 | 3,872,281 | 8.7 | 1,432,259 | 1.7 |
| 77-78 (3) | 6,418,493 | 21.0 | 3,934,237 | 1.6 | 2,484,256 | 73.5 |
| 78-79 (4) | 6,989,739 | 8.9 | 3,517,208 | (10.6) | 3,472,531 | 40.0 |
| 79-80 | 6,989,739 | 0 | 3,517,208 | 0 | 3,472,531 | 0 |

- (1) 2,015,012 of this increase is the result of the inclusion of the CBI Budget, the DRCC merger and the new system for the Secretary of State. Excluding this amount the 75-76 budget is a decrease of 6.2% from the actual expenditures of the 1974-75 fiscal year.
- (2) Includes a half-year cost for Financial Center
- (3) Includes a half-year cost for Human Resource Center and full-year cost for Financial Center
- (4) Includes full-year cost for both centers.

Statewide ADP included in the above (all General Fund) necessary to fulfill statutory requirements for planning, evaluations and equipment approval.

| | | |
|-------|---------|-------|
| 75-76 | 319,668 | (1.3) |
| 76-77 | 320,000 | 0 |
| 77-78 | 320,000 | 0 |
| 78-79 | 320,000 | 0 |
| 79-80 | 320,000 | 0 |

B. FTE Requirement

| <u>Fiscal Year</u> | <u>Total</u> | <u>General Fund</u> | <u>Other</u> |
|--------------------|--------------|---------------------|--------------|
| 75-76 | 164 | 127 | 37 |
| 76-77 | 164 | 120 | 44 |
| 77-78 | 164 | 100 | 64 |
| 78-79 | 164 | 82 | 82 |
| 79-80 | 164 | 82 | 82 |

The reduction in General Fund FTE's and increase in Cash Fund FTE's will result from consolidation and increased service to Cash Fund agencies.

C. Projected Workload Indicators

1. Statewide ADP

| <u>Year</u> | <u>FTE Prof. Staff</u> | <u>Perf. Eval.</u> | <u>RFP's Initiated</u> | <u>Dollar Value of RFP's</u> | <u>State Agency Budg. Reviewed</u> | <u>Studies Compl.</u> | <u>Master Plans Developed</u> |
|-------------|------------------------|--------------------|------------------------|------------------------------|------------------------------------|-----------------------|-------------------------------|
| 75-76 | 10 | 5 | 13 | 8.0 Million | 42 | 7 | 1 |
| 76-77 | 10 | 5 | 13 | 3.0 Million | 42 | 7 | 1 |
| 77-78 | 10 | 5 | 13 | 2.0 Million | 42 | 7 | 1 |
| 78-79 | 10 | 5 | 13 | 1.0 Million | 42 | 7 | 1 |
| 79-80 | 10 | 5 | 13 | 1.0 Million | 42 | 7 | 1 |

V. C.

2. Billing Rates Per Hour

| <u>Year</u> | Systems Analysis | | Programming | |
|-------------|------------------|------------|-------------|------------|
| | Amount | % Increase | Amount | % Increase |
| 75-76 | 14.50 | (3.3) | 11.00 | 0 |
| 76-77 | 14.75 | 1.7 | 11.25 | 2.3 |
| 77-78 | 15.00 | 1.7 | 11.25 | 0 |
| 78-79 | 15.00 | 0 | 11.50 | 0 |
| 79-80 | 15.00 | 0 | 11.50 | 0 |

| | Data Creation | | Computer | |
|-------|---------------|------------|----------|------------|
| | Amount | % Increase | Amount | % Increase |
| 75-76 | 6.25 | 4.2 | 90.00 | (29.1) |
| 76-77 | 6.25 | 0 | 100.00 | 10 |
| 77-78 | 6.50 | 4.0 | 100.00 | 0 |
| 78-79 | 6.50 | 0 | 100.00 | 0 |
| 79-80 | 6.50 | 0 | 100.00 | 0 |

3. Production Hours

| | Systems Analysis | | Programming | |
|-------|------------------|------------|-------------|------------|
| | Hours | % Increase | Hours | % Increase |
| 75-76 | 31,500 | (9.2) | 50,400 | 6.4 |
| 76-77 | 31,500 | 0 | 50,400 | 0 |
| 77-78 | 31,500 | 0 | 50,400 | 0 |
| 78-79 | 31,500 | 0 | 50,400 | 0 |
| 79-80 | 31,500 | 0 | 50,400 | 0 |

| | Data Creation | | Computer | |
|-------|---------------|------------|----------|------------|
| | Hours | % Increase | Hours | % Increase |
| 75-76 | 75,750 | (8.3) | 19,038 | 62.3 |
| 76-77 | 79,537 | 5.0 | 24,700 | 29.7 |
| 77-78 | 83,500 | 5.0 | 35,000 | 41.7 |
| 78-79 | 87,700 | 5.0 | 40,000 | 14.3 |
| 79-80 | 92,000 | 5.0 | 42,000 | 5.0 |

V. C. Projected Workload Indicators (Continued)

4. Central Computer Center Services (in thousands)

| | 75-76 | 76-77 | 77-78 | 78-79 | 79-80 |
|------------------------------|--------|--------|--------|--------|--------|
| | \$ 543 | \$ 743 | \$ 750 | \$ 750 | \$ 750 |
| Dept. of Administration | 4 | 5 | 10 | 10 | 10 |
| Dept. of Agriculture | 60 | 60 | 65 | 65 | 65 |
| Dept. of Education | 93 | 95 | 100 | 100 | 100 |
| Dept. of Health | 58 | 108 | 250 | 250 | 250 |
| Dept. of Highways | 550 | 550 | 560 | 560 | 560 |
| Dept. of Higher Education | 3 | 5 | 15 | 30 | 30 |
| Dept. of Institutions | 47 | 50 | 250 | 590 | 590 |
| Dept. of Labor & Employment | 22 | 25 | 25 | 25 | 25 |
| Dept. of Law | 1,130 | 1,200 | 1,200 | 1,200 | 1,200 |
| Dept. of Local Affairs | 108 | 110 | 120 | 120 | 120 |
| Dept. of Natural Resources | 45 | 50 | 50 | 50 | 50 |
| Dept. of Regulatory Agencies | - | 572 | 944 | 945 | 945 |
| Dept. of Revenue | 84 | 85 | 90 | 90 | 90 |
| Dept. of Personnel | 53 | 60 | 65 | 65 | 65 |
| Dept. of State | 303 | 305 | 672 | 904 | 904 |
| Dept. of Social Services | 17 | 20 | 20 | 20 | 20 |
| Dept. of Treasury | 284 | 285 | 290 | 290 | 290 |
| Legislature | 15 | 15 | 15 | 15 | 15 |
| Office of Planning & Budget | | | | | |

VI LONG RANGE OBJECTIVES AND YEARLY PLANS

A. Objectives during the next five years will be to:

1. Annually obtain acceptance from the Governor, Cabinet, and Legislature for the statewide ADP Master Plan updates.
2. Perform all the actions called for in the statewide ADP Master Plan. These actions involve consolidation of computer hardware and implementation of a data telecommunication network for state government.
3. Design and develop data bases for use in state government.
4. Upgrade training of computer operators, analysts, programmers and software specialists.
5. Continue to evaluate performance of computer installations in state government.
6. Continue to approve acquisition of computers and development of new systems.
7. Update the statewide ADP Master Plan annually.

VI. (Continued)

B. Yearly Plans

1. 1975-76

- a. The Denver Regional Computer Center and the Administration Computer Center was consolidated to provide improved computer service for the Denver Higher Education Community on July 1, 1975.
 - b. Begin studies to gain optimum benefit from central (statewide) development and operation of commonly used administrative systems such as accounting, budget, personnel and payroll. This effort should begin in September 1975 and it is to be completed early in 1976-77.
 - c. Select and implement on a pilot basis a Data Base Management System for statewide adoption, during February 1976. The pilot study should be completed in mid 1976-77.
 - d. Develop a Vendor Request For Proposal to establish the first two consolidated state computer centers. The RFP should be developed by January 1976.
 - e. Complete the State Data Communication Plan. A mini-plan was prepared as an appendix to the Master ADP Plan in August 1975. The complete plan should be published by June 30, 1976.
 - f. Develop and maintain all applications requested by Central ADP user agencies that were funded by the legislature. This is a continuing effort with no specific completion date.
 - g. Continue to develop the State Data Management Plan. The results of reviewing ADP projects and associating them to state programs will be published in the Master ADP Plan by November 1975. The Data Management Plan should be completed in the second half of FY 1976-77.
 - h. Develop a model security and privacy bill for possible adoption by the legislature. This is part of the preceding item.
 - i. Continue to assess the state information needs and coordinate with the Office of Budgeting and Planning. This is a part of item 'g'.
 - j. Complete performance evaluations at Colorado State University by December 1975 and the Colorado University - Administration Center by May 1976.
- A "follow-up" evaluation of the Social Services Center will be completed by January 1976.
- k. Maintain the State ADP Master Plan. This is a continuing effort with no specific completion date.

VI. (Continued)

2. 1976-77

- a. Begin to implement the State Data Communications Plan. Implementation will continue through FY 1979-80. During 1976-77 certain circuits will be rearranged to utilize multiport modems and faster transmission lines; terminals will be installed in county seats and other major cities where activity justifies terminals. Remote Job Entry terminals will be installed at several community colleges for access to regional centers.
- b. Merge the Revenue and Administration Computer Centers into a Financial State Computer Center (SCC). Target date for activation of the SCC is January 1, 1977.
- c. Analyze the various areas of the state information requirement, define data elements and complete a State Data Management Plan. Completion is anticipated in the last quarter of FY 1976-77.
- d. Activate a Southern Higher Education Regional Center at U.S.C. during the first quarter of FY 1977.
- e. Complete a feasibility study for a Northeastern Higher Education Regional Computer Center. The study should be completed by September, 1976.
- f. Improve computing resources at C.S.U. and U.N.C. This should be completed during the first quarter of FY 1977.
- g. Begin to merge the Employment and Social Services Centers for a State Human Resources Computer Center. This action will continue into FY 1977-78.
- h. Begin to implement the studies for central development and processing of commonly used administrative systems. This action will continue through FY 1978-79.

3. 1977-78

- a. Complete merger of Employment and Social Services Centers and activate the Human Resources SCC. Target date for this activation is January 1, 1978.
- b. Activate a Northeastern Higher Education Regional Computer Center. This should be accomplished by June 30, 1980.
- c. Evaluate the effectiveness of the Financial and Southern Regional State Computer Centers. Completion dates are estimated as January 1, 1978 for the Financial SCC and June 30, 1978 for the Southern Regional SCC.

VI. (Continued)

- d. Define requirements of a Criminal Justice State Computer Center. The requirements should be defined by September 1977 to arrange for activation of the SCC during FY 1978-79.
- e. Continue implementing the State Data Communications Plan. Actions to be completed during FY 1978-79 include installation of network processors in the Financial and Southern SCC's, and connecting the network processor at CSU to them. Concentrators will be installed in some remote areas to concentrate independent networks into the network processors.
- f. Begin to implement the State Data Management Plan. It is anticipated that implementation of this plan will continue through FY 1979-80.

4. 1978-79.

- a. Activate a Criminal Justice SCC through the merger of Judicial, CBI, and Institutions Computer Center Operations. The target date is January 1, 1979.
- b. Study the feasibility of a Western Regional Center and of a Scientific Computer Center. Target date for the completion of these studies is September 30, 1978.
- c. Evaluate the effectiveness of the Human Resources and Northeastern Regional Computer Center. Target dates are January 1, 1979 for the Human Resources Center and June 30, 1979 for Northeastern.
- d. Continue to implement the Data Communications Plan and the Data Management Plan. Implementation of these plans should be completed by June 30, 1980.
- e. Complete actions to implement central development and processing of designated commonly used administrative systems. The target date is June 30, 1979.

5. 1979-80

- a. Complete implementation of the State Data Management and Data Communications Plans by June 30, 1980.
- b. Implement the results of the feasibility studies for a Western Regional and Scientific State Computer Centers. Activation of a Western Regional Center should be completed by January 1, 1980. No target date for activating the Scientific Center has been established pending results of the feasibility study.

VII. COST BENEFIT OF PLANNED ACTIONS

A. Consolidate Computer Centers

A consolidation of several medium sized computer centers over the next five years will give us better hardware and software with cost benefits.

The larger computer systems will result in more timely response, use of economical mass storage devices, on-line processing, flexible terminal access, better availability of data, better back-up, and faster reactions to change. The ability to use data management software will give us quick access to a broader scope of data, less systems development lead time, better data security, less redundancy, and improved systems maintenance.

Consolidation will give us a cost benefit of \$3.5 million in hardware and \$1.7 million in computer operations personnel services over the five year period. See attachments 'a' and 'b' of Table I in the State ADP Plan.

B. Statewide Data Communications

A more efficient and less costly data communications effort can be attained with central planning and networking. If the individual agencies continue to develop independent networks there will be a proliferation of costs. The planned actions will avoid about \$1.1 million in those costs over the five year period. See attachment 'c' of Table I in the State ADP Plan.

In addition, the statewide network will provide multi-computer access; alternate communications channels; better remote inquiry, data entry, and control; and improved training capabilities.

VIII. LEGISLATION

We anticipate a need for security and privacy legislation as it pertains to various data collected and maintained for state agencies.

IX. CONSULTING NEEDS

We anticipate using a consulting firm to review our Master Plan for ADP and our approach to developing and using large data bases.

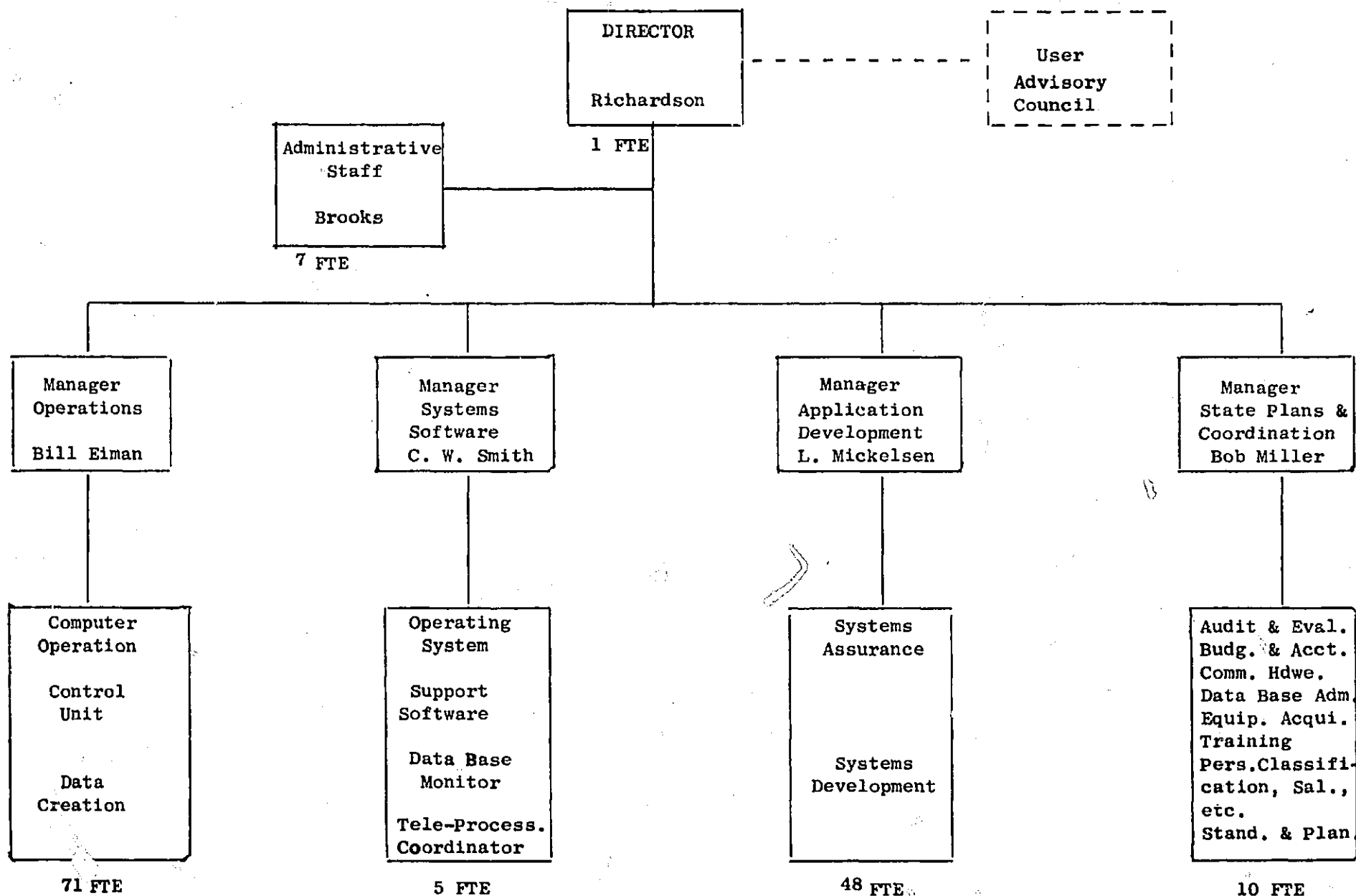
X. ORGANIZATION CHART

A. See chart attached.

B. See FTE list attached.

DIVISION OF ADP -- ORGANIZATION CHART

10/1/75



Division of ADP

10/1/75

GRADETITLENAMEDirector and Administrative Staff (8 FTE)

| | | |
|------|----------------------------|-------------------|
| 78-6 | Director of ADP | Wilbur Richardson |
| 50-4 | Administrative Officer III | James Brooks |
| 39-4 | Clerical Supervisor II | Lana Cumbach |
| 26-2 | Admin. Clerk Typist A | Denise Brant |
| 19-2 | Typist B | Gloria Duran |
| 19-2 | Typist B | Loretta Romero |
| 19-1 | Typist B | Dan Strickland |
| 19-1 | Typist B | Vacant |

Computer Operations (71 FTE)

| | | |
|------|-------------------------------|--------------------|
| 64-6 | Manager of ADP Operations III | William Eiman |
| 58-6 | Data Processing Manager | Edward Henthorne |
| 50-6 | Data Processing Scheduler | Aaron Wright |
| 50-6 | Data Processing Scheduler | Danny Piccone |
| 46-7 | Computer Supervisor I | Richard Strunk |
| 46-6 | Computer Supervisor I | Jack Norwood |
| 46-6 | Computer Supervisor I | Bobby Silver |
| 46-2 | Computer Supervisor I | Judy Lonacker |
| 38-7 | Senior Computer Operator | Robert Bjork |
| 38-7 | Senior Computer Operator | Philip Kohler |
| 38-6 | Senior Computer Operator | Fred Gerken |
| 38-6 | Senior Computer Operator | Gerald DeGraff |
| 38-4 | Senior Computer Operator | Don Molen |
| 34-2 | Computer Operator | Linda Bachman |
| 34-2 | Computer Operator | Larry Bernstein |
| 34-1 | Computer Operator | Bernard Brown |
| 34-1 | Computer Operator | Charlotte Mayo |
| 34-1 | Computer Operator | Rodney Ruder |
| 37-7 | Senior Keypunch Supervisor | Ellen Switzer |
| 31-6 | Keypunch Supervisor | Marie Oletski |
| 33-7 | Senior Storekeeper | Gerald Fleming |
| 31-6 | Tab Control Supervisor | Christine Spurgeon |
| 25-6 | Magnetic Tape Librarian | Patricia Koski |
| 25-6 | Senior Keypunch Operator | Arlene DeSantis |
| 25-6 | Senior Keypunch Operator | Betty Blan |
| 25-6 | Senior Keypunch Operator | Cora Randle |
| 25-6 | Senior Keypunch Operator | Marlene Jones |
| 25-6 | Senior Keypunch Operator | Mary Perry |
| 25-6 | Senior Keypunch Operator | Florence Griffin |
| 25-6 | Senior Keypunch Operator | Rosemary Rosales |
| 25-6 | Senior Keypunch Operator | Geraldine Jones |
| 25-6 | Senior Keypunch Operator | Pam Kennedy |
| 25-5 | Senior Keypunch Operator | Dorothy Bush |
| 25-6 | Senior Tab Control Clerk | Teresa Chapman |
| 25-5 | Senior Tab Control Clerk | Joyce Withrow |
| 25-1 | Senior Tab Control Clerk | Nancy Holien |

| <u>GRADE</u> | <u>TITLE</u> | <u>NAME</u> |
|--------------|----------------------------------|--------------------|
| 25-6 | Senior Keypunch Operator | Arlene DeSantis |
| 34-1 | Computer Operator | Vacant |
| 21-6 | Keypunch Operator | Laura Keller |
| 21-6 | Keypunch Operator | Wanda Bailey |
| 21-6 | Keypunch Operator | Hilda Druml |
| 21-6 | Keypunch Operator | Patricia Barron |
| 21-5 | Keypunch Operator | Debra Getz |
| 21-6 | Keypunch Operator | Agnes Topil |
| 21-5 | Keypunch Operator | Marian Robinson |
| 21-2 | Keypunch Operator | Geraldine Jacobs |
| 21-6 | Keypunch Operator | Deborah Papczynski |
| 21-3 | Keypunch Operator | Edna Medina |
| 21-5 | Keypunch Operator | Eileen Banks |
| 21-5 | Keypunch Operator | Willa Matheson |
| 21-2 | Keypunch Operator | Sharon Youngberg |
| 21-2 | Keypunch Operator | Shirley Midget |
| 21-2 | Keypunch Operator | Marian Friese |
| 21-2 | Keypunch Operator | Thelma Miles |
| 21-2 | Keypunch Operator | Linda Smith |
| 21-1 | Keypunch Operator | Opal James |
| 21-1 | Keypunch Operator | Thelma Dowds |
| 21-1 | Keypunch Operator | Queen Patterson |
| 21-1 | Keypunch Operator | Susan Havelka |
| 21-1 | Keypunch Operator | Agnes Cook |
| 21-1 | Keypunch Operator | Georgia Green |
| 21-1 | Keypunch Operator | Sheryl Schmitt |
| 21-1 | Keypunch Operator | Peggy Stevens |
| 21-1 | Keypunch Operator | Evelyn Ray |
| 21-1 | Keypunch Operator | Vacant |
| 21-1 | Keypunch Operator | Vacant |
| 21-1 | Keypunch Operator | Vacant |
| 21-2 | Tab Control Clerk | Catherin Bertles |
| 21-1 | Tab Control Clerk | Verna Esquibel |
| 16-3 | Clerical Assistant B | Richard Munos |
| 15-1 | Jr. Duplicating Machine Operator | Dan Brigham |

Systems Software (5 FTE)

| | | |
|------|-------------------------------|----------------|
| 62-9 | Principal Systems Analyst | Cameron Smith |
| 60-6 | Principal Software Programmer | Ross Love |
| 54-6 | Senior Software Programmer | Glenn Dickison |
| 54-4 | Senior Software Programmer | Kenneth Adams |
| 54-4 | Senior Software Programmer | Edgar Brighton |

Systems Development (48 FTE)

| | | |
|------|------------------------------------|---------------|
| 70-7 | Manager of ADP Systems Development | Lee Mickelsen |
| 62-7 | Principal Systems Analyst | Walter Bihler |
| 62-4 | Principal Systems Analyst | Richard Ehmke |

| <u>GRADE</u> | <u>TITLE</u> | <u>NAME</u> |
|--------------|-------------------------------|--------------------|
| 56-7 | Senior Systems Analyst | Serphine Peralez |
| 56-9 | Senior Systems Analyst | Francis Dowell |
| 56-7 | Senior Systems Analyst | Joseph McConnell |
| 56-6 | Senior Systems Analyst | Donald Stephens |
| 56-6 | Senior Systems Analyst | Robert Dionesse |
| 56-6 | Senior Systems Analyst | Patricia Nelson |
| 56-6 | Senior Systems Analyst | Jerry Shade |
| 56-6 | Senior Systems Analyst | Stanley Monroe |
| 56-6 | Senior Systems Analyst | Lyle Baskett |
| 56-6 | Senior Systems Analyst | Eileen Schade |
| 56-6 | Senior Systems Analyst | Thomas Ford |
| 56-6 | Senior Systems Analyst | James Brendle |
| 56-7 | Principal Computer Programmer | Joseph Maccagnan |
| 56-6 | Principal Computer Programmer | Keith Cogswell |
| 56-6 | Principal Computer Programmer | Larry Crook |
| 56-6 | Principal Computer Programmer | Clarence Weekley |
| 52-7 | Systems Analyst B | Willard Housley |
| 52-7 | Systems Analyst B | Carlos Chavez |
| 52-6 | Systems Analyst B | Paul Coffey |
| 52-6 | Systems Analyst B | Gloria Croonquist |
| 52-6 | Systems Analyst B | Helen Bush |
| 52-6 | Systems Analyst B | Emmet Rilinger |
| 52-2 | Systems Analyst B | Carroll Long |
| 52-2 | Systems Analyst B | Robert Adams |
| 50-6 | Senior Computer Programmer | Mac Aguilar |
| 50-6 | Senior Computer Programmer | Phil Smith |
| 50-6 | Senior Computer Programmer | Chet Punicki |
| 50-6 | Senior Computer Programmer | Frank Smith |
| 50-6 | Senior Computer Programmer | Cecilia Franklin |
| 50-6 | Senior Computer Programmer | John Crouch |
| 50-6 | Senior Computer Programmer | Jon Heald |
| 50-2 | Senior Computer Programmer | Joe Butler |
| 46-6 | Computer Programmer C | Leila Loose |
| 46-3 | Computer Programmer C | Jean Booth |
| 46-3 | Computer Programmer C | Robert Smith |
| 46-2 | Computer Programmer C | Thomson Schaetzel |
| 46-2 | Computer Programmer C | Jesse Bransteitter |
| 46-2 | Computer Programmer C | John Husted |
| 46-2 | Computer Programmer C | Beverly Lindsay |
| 46-4 | Computer Programmer C | Alfred Ickler |
| 50-6 | Senior Computer Programmer | George Knoche |
| 42-2 | Computer Programmer B | Rollin Kuebler |
| 42-1 | Computer Programmer B | Lynne Truesdale |
| 42-1 | Computer Programmer B | Gary Herbolsheimer |
| 42-1 | Computer Programmer B | John Schafleutzel |

GRADETITLENAMEState ADP Plans and Coordination (10 FTE)

| | | |
|------|--------------------------------|------------------|
| 72-6 | Manager of State ADP Plans | Robert Miller |
| 66-6 | State ADP Planning Coordinator | Paul Shafer |
| 62-7 | Principal Systems Analyst | Robert Yackel |
| 62-7 | Principal Systems Analyst | Anthony Gomez |
| 62-6 | Principal Systems Analyst | Ronald Parker |
| 62-1 | Principal Systems Analyst | Vacant |
| 56-6 | Senior Systems Analyst | Clair Switzer |
| 56-5 | Senior Systems Analyst | Robert Little |
| 56-4 | Senior Systems Analyst | Richard Bergdoll |
| 56-3 | Senior Systems Analyst | Gene Keller |

DIVISION OF COMMUNICATIONS

2452 West Second Avenue
Denver, Colorado 80223
Telephone: 892-2341

DATE: August 28, 1975
TO: John I. Lay, Director, Department of Administration
FROM: Runall Canady, State Communications Coordinator
SUBJECT: Communications Division Long Range Plan

Attached is a copy of our plans for the next five years, 1975-1980, for our Division.

This document reviews our original purpose (to serve the law enforcement communication needs) and discusses our transition to serving total public safety and telephone system coordination needs. We have accomplished our success in public safety communication as a result of our purchase and establishment of a statewide microwave network. This network now gives all of our subscribers access to all locations that we serve throughout the state. (See attached network)

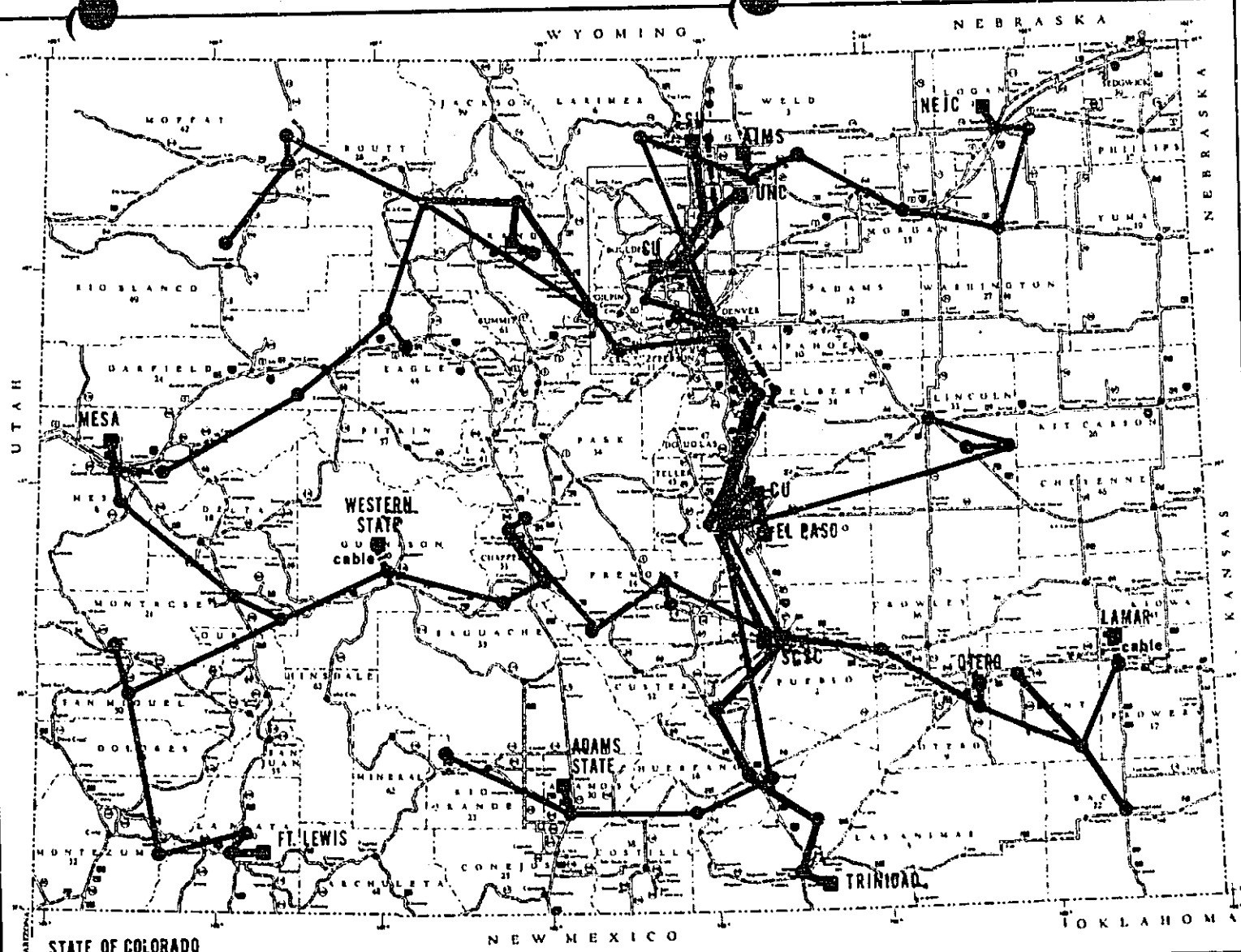
The goal of our Division is to provide state government employees and political subdivision personnel the best communication facilities and services at the least cost, which will also provide the citizens of Colorado with convenient and quick access when the need arises.

We will survey new communications needs for departments and divisions, coordinate systems and justify expenditure for improved systems and provide communication consultant assistance to counties and cities who request our services.

To accomplish the above duties, assigned by statute, the internal functions of the Communications Division are: Administration, Maintenance, Telephone, and Engineering.

To accomplish our goal by 1980 we plan to:

1. Increase personnel from 58 to 72 which will result in an increase of 2 FTE's general funded and 12 FTE's cash funded.
2. Replace outdated and expensive equipment to maintain microwave system.
3. Extend microwave system to assure accessibility and good coverage throughout the state.
4. Update Division facilities in Denver and out-state area office.
5. Increase budget from \$2,232,425.00 to \$3,265,000.00.
6. Establish Division as revolving fund agency.



LEGEND

- Microwave Station (existing)
- Microwave Path
- Educational Institution
- Backbone System
- Microwave Station (proposed)
- State-LEAA Funded (under const.)
- Microwave
- Video Circuit (CU to CU Med.)
- Video Circuit (proposed)

DEPARTMENT OF ADMINISTRATION DIVISION OF COMMUNICATIONS STATE MICROWAVE COMMUNICATIONS SYSTEM with PROPOSED MODIFICATIONS

DIVISION OF COMMUNICATIONS

LONG-RANGE PLAN JUNE 1975

I. STATUTORY AUTHORITY

Authority for the Communications Division is contained in 24-30-901 through 905, C.R.S. 1973. The statutes provide for the Communications Coordinator to develop and administer a long range master plan for communications, approve or disapprove the acquisition of communication equipment and advise the Governor and Legislature on communication matters.

II. KEY DIVISIONAL GOALS

- A. To provide state government and political subdivisions with adequate communication facilities and services at reasonable cost.
 - 1. In the area of Public Safety communications it is difficult to identify cost savings. There is no existing base with which to compare quality and quantity of service. Although private contractors provide similar services, they are not comparable. In the Master Plan for Communications in Colorado, which will be issued in October, 1975, the Division will address this question.
 - 2. In the area of Telephone Communications, the Division knows that cost savings are possible in standard local service, intercity calling and long distance calls. This will also be addressed in the Master Plan for Communications.
- B. To provide the citizens of the state with convenient access to the public safety communications system.
 - 1. At this time there are hundreds of telephone numbers listed to agencies that have the responsibility of responding to the needs of the public. This existing system does not meet the public need. A common number associated with an area communications center, the 911 system or some other method that will meet the need, is necessary. The Division is investigating the alternatives and the problem will be addressed in the Master Plan for Communications.

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS

A. Historical Overview

The original purpose in establishing the communications system was "to more efficiently discharge the duties of the various

law enforcement agencies of the state".

In 1957, the first microwave equipment was installed. This equipment provided the first telephone channels between the State Patrol offices in Denver and Greeley. In the following years, the microwave system was extended to most State Patrol offices in the state. Because these offices are normally located in Highway Department buildings, both the State Patrol and Department of Highways now have a private telephone system among their offices throughout the state.

From 1947 to 1966 the system was almost totally dedicated to law enforcement with the Highway Department, because of their location, receiving the benefit of the private telephone system.

By 1965, the legislature questioned the wisdom of maintaining a statewide single purpose system and suggested that there was a need to determine the status of communications in Colorado. The Joint Budget Committee directed a consulting engineer, John Heffelfinger, to provide the study. Two documents were produced dated January, 1967 and February, 1968.

Briefly, the study proposed that:

1. A separate service organization be established to provide communication facilities and services to all state agencies and political subdivisions.
2. The existing state facilities be used as the foundation for an expanded system to provide all types of communication services.

The study pointed out the high cost of separate systems and the benefits that are available from a single multipurpose system.

B. Accomplishments

1. Prior to calendar year 1974
 - a. Developed statewide communications system that serves 211 agencies of state government and political subdivisions.
 - b. Provided engineering services to state government and political subdivisions.
 - c. Provided consulting services to the Law Enforcement Assistance Administration.
 - d. Provided coordination of all telephone system requirements requested by state government, which included ordering all telephone equipment and monitoring all telephone activities.

- e. Provided administrative guidance and general support to the state communications system.
 - f. Applied for and received federal assistance through the Office of Civil Defense and the Law Enforcement Assistance Administration.
 - g. Established the first data circuits in the state communications system.
 - h. Established the first state owned automatic switching equipment.
 - i. Provided the first engineering services to the medical community for their proposed emergency medical service.
 - j. Established a computerized billing system for long distance calling.
2. During the calendar year 1974
- a. Maintained the state communications system at the existing level of service and reliability while continuing to provide additional services to state and local subdivisions and agencies to enhance their ability to communicate.
 - b. Provided engineering services to state government and political subdivisions.
 - c. Provided consulting services to the Law Enforcement Assistance Administration.
 - d. Provided coordination of all telephone system requirements requested by state government, which included ordering all telephone equipment and monitoring all telephone activities.
 - e. Completed state owned telephone systems at the Buena Vista Reformatory, Otero Jr. College, the State Highway Dept. - State Patrol - Division of Communications at Limon and for the Department of Employment in the WIN Program, Rehabilitation Division and the Manpower Division.
 - f. Installed and assumed responsibility for 408 additional units of communications equipment.
 - g. Provided administrative guidance and general support to the state communication system.
 - h. Expanded the number of data circuits in the communications system.
 - i. Provided assistance to the emergency medical communications service.

- j. Converted the telephone systems of the Department of Revenue and Juvenile Hall to the Capitol Complex.
3. During calendar year 1975
- a. Maintained the state communications system at the existing level of service and reliability.
 - b. Provided engineering services and assistance to state government and political subdivisions.
 - c. Provided consulting services to the Law Enforcement Assistance Administration.
 - d. Provided assistance to the Emergency Medical Service and assumed responsibility for additional equipment in that system.
 - e. Reimbursed the Highway Users Tax Fund according to the fair market value for that portion of the communications system that is used for purposes other than the construction, maintenance, and supervision of the highways.
 - f. By the end of 1975 will produce the first issue of the State Plan for Communications in Colorado.
 - g. Established a State Communications Advisory Committee.
 - h. Developed a new communications system control point at Colorado State Patrol Headquarters in Denver.

IV. HISTORICAL COST OF OPERATION, FTE AND WORKLOAD

A. Cost of operations for the 1971 through 1975 fiscal years

| <u>YEAR</u> | <u>TOTAL</u> | <u>% INCREASE</u> | <u>GEN. FUND</u> | <u>% INCREASE</u> | <u>OTHER</u> | <u>% INCREASE</u> |
|-------------|--------------|-------------------|------------------|-------------------|--------------|-------------------|
| 71 | 1,317,732 | *N/A | 439,659 | *N/A | 878,073 | *N/A |
| 72 | 1,493,207 | 13% | 536,875 | 22% | 956,332 | 9% |
| 73 | 1,523,099 | 2% | 519,227 | (3%) | 1,003,872 | 5% |
| 74 | 1,945,530 | **22% | 686,252 | **24% | 1,259,278 | **20% |
| 75 | 2,321,344 | 19% | 676,568 | (1%) | 1,644,776 | 31% |

* In FY 1970-71 the % increase is not available because the Division of Communications had no separate budget. Funding at that time was to the State Patrol and the expenses of the Communications section were not identified separately.

** The 73-74 increase is due to the funding of special purpose projects for the Colorado State Patrol, the Division of Wildlife and the Division of Parks plus increased telephone costs.

B. FTE for the 1971 through 1975 fiscal years

| <u>YEAR</u> | <u>TOTAL</u> | <u>GENERAL FUND</u> | <u>OTHER</u> |
|-------------|--------------|---------------------|--------------|
| 1971 | 55 | 14 | 41 |
| 1972 | 58 | 17 | 41 |
| 1973 | 55 | 14 | 41 |
| 1974 | 55 | 14 | 41 |
| 1975 | 58 | 16 | 42 |

The decrease in FTE from 58 to 55 during 1973 was the result of changes in the operation of the Capitol Complex Telephone System. These changes were necessary because of the discontinuance of WATS services received by the state thus requiring fewer PBX operators. The increase from 55 to 58 FTE in 1975 was the result of a transfer from Department of Revenue and establishment of 2 communications technician positions.

C. Workload Statistics 1970-71 through 1974-75

| <u>1. Equipment Maintained</u> | <u>71</u> | <u>72</u> | <u>73</u> | <u>74</u> | <u>75</u> |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|
| Terminals | 450 | 532 | 626 | 701 | 795 |
| Switching Equipment | 5 | 5 | 5 | 6 | 7 |
| Base Stations | 129 | 156 | 220 | 233 | 267 |
| Dispatching Centers | 44 | 44 | 44 | 44 | 44 |
| Radio, Vascar, & Radar Units | 1972 | 1972 | 2097 | 2303 | 2570 |
| Buildings | 132 | 132 | 132 | 132 | 132 |

2. Participating Agencies 1974-75

| | |
|---------------------|-----|
| Cities ----- | 100 |
| Counties ----- | 58 |
| State ----- | 23 |
| Federal ----- | 7 |
| Miscellaneous ----- | 11 |

TOTAL 211

| <u>3. Telephone Services</u> | <u>71</u> | <u>72</u> | <u>73</u> | <u>74</u> | <u>75</u> |
|------------------------------|-----------|-----------|-----------|-----------|-----------|
| Work Orders Processed | 408 | 480 | 600 | 720 | 800 |
| *Centrex Phones Serviced | 2185 | 2293 | 2280 | 2612 | 3010 |
| **State Systems Serviced | 1 | 1 | 1 | 6 | 8 |

*This is the number of telephone instruments that have existed in the Capitol Complex.

**This is the number of state owned telephone systems that are in operation. They are listed below.

. Statewide Microwave Telephone System

- . Community College of Denver - Red Rocks Campus
- . Division of Employment - WIN Program - 120 W. 5th
- . Division of Rehabilitation - 2015 S. Pontiac Way
- . Manpower Division - Department of Employment
- . Highway Department - State Patrol - Communications Division, Limon
- . State Reformatory - Buena Vista
- . Otero Jr. College - LaJunta

D. Capital Construction, 1970-71 through 1974-75

| <u>Project</u> | <u>71</u> | <u>72</u> | <u>73</u> | <u>74</u> | <u>75</u> |
|--|-----------|-----------|-----------|-----------|-----------|
| Microwave system extension - Grouse Mtn., Hot Sulphur, Pueblo, Greenhorn, Walsenburg | * | * | * | * | 350,791 |

This project brings both the Walsenburg and Hot Sulphur - Middle Park areas into the state microwave system. It established an area control point from which users in the areas can obtain all of the services of the total system.

| <u>Project</u> | <u>71</u> | <u>72</u> | <u>73</u> | <u>74</u> | <u>75</u> |
|---|-----------|-----------|-----------|-----------|-----------|
| Microwave system improvement - Denver to Ft. Collins | | | | | 183,000 |

This project provides Colorado State University with access to the state microwave system and improves all VHF systems in the area north of Denver.

There were no Capital Construction programs funded from 1971-1974. The previous Capital Construction program was funded in 1969-70.

V. BUDGET, FTE, AND WORKLOAD, 1976 THROUGH 1980 FISCAL YEARS

A. Budget

| <u>YEAR</u> | <u>TOTAL</u> | <u>% INCREASE</u> | <u>GEN. FUND</u> | <u>% INCREASE</u> | <u>OTHER</u> | <u>% INCREASE</u> |
|-------------|--------------|-------------------|------------------|-------------------|--------------|-------------------|
| 76 | 2,761,982 | 19% | 899,866 | **33% | 1,862,116 | 13% |
| 77 | 3,397,237 | 23% | 944,859 | 5% | 2,452,378 | 32% |
| 78 | 3,709,782 | 9.2% | 992,101 | 5% | 2,717,681 | 11% |
| 79 | 3,353,642* | (9.6%) | 952,417 | (4%) | 2,401,225 | (12%) |
| 80 | 3,658,823 | 9.1% | 1,000,037 | 5% | 2,658,786 | 11% |

*Microwave system replacement will be completed by the 1979 fiscal year.

**The increase of 19% in 1976, 23% in 1977, and 9.2% in 1978 is due to the microwave replacement program. Excluding these increases the Division of Communications has no increases built into its budget. The increase of 33% in the General Fund portion of the budget for 1976 is due to a different percentage share of the total budget which the General Fund will contribute. This was done by legislative action.

B. FTE

| <u>YEAR</u> | <u>TOTAL</u> | <u>GENERAL FUND</u> | <u>OTHER</u> |
|-------------|--------------|---------------------|--------------|
| 75-76 | 58 | 16 | 42 |
| 76-77 | 66 | 16 | 50 |
| 77-78 | 70 | 18 | 52 |
| 78-79 | 72 | 18 | 54 |
| 79-80 | 72 | 18 | 54 |

The proposed increase from 58 to 66 FTE in FY 1976-77 includes the following:

4 Building Tradesmen

The Division has equipment installed at 135 locations in the state. The buildings and grounds require maintenance and the Division at this time has no established maintenance program.

1 Storekeeper

Required to reduce backlog in the Supply Section.

1 Typist

Required to reduce backlog in Supply Section.

1 Communication Engineer

Required to reduce the backlog and provide more timely response to the requests of agencies of state government and political subdivisions.

1 Draftsman

Required to produce the drawings and illustrations required by the Division. To relieve the Engineering Section of duties in this area.

In FY 1977-78, the Division expects a considerable increase in the workload will be produced by the development of both data and emergency medical communications systems. The anticipated expansion will require 1 Communications Engineer and 3 Communication Technicians.

By 1978-79 the normal growth in all systems will require 2 additional Communications Technicians.

C. Workload

| | | | | | |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|
| 1. <u>Equipment Maintained</u> | <u>76</u> | <u>77</u> | <u>78</u> | <u>79</u> | <u>80</u> |
| Terminals | 871 | 1030 | 1155 | 1288 | 1428 |
| Switching Equipment | 7 | 7 | 8 | 10 | 12 |
| Base Stations | 286 | 326 | 359 | 395 | 435 |
| Dispatching Centers | 44 | 44 | | | |
| Radio, Vascar, and Radar Units | 2726 | 2894 | 3184 | 3503 | 3854 |
| Buildings | 135 | 135 | 135 | 135 | 135 |
| 2. <u>Participating Agencies</u> | <u>76</u> | <u>77</u> | <u>78</u> | <u>79</u> | <u>80</u> |
| Cities | 100 | 102 | 104 | 106 | 108 |
| Counties | 58 | 60 | 63 | 63 | 63 |
| State | 23 | 30 | 25 | 40 | 45 |
| Federal | 7 | 8 | 9 | 9 | 9 |
| Miscellaneous | 11 | 12 | 13 | 14 | 15 |
| Emergency Medical | 2 | 10 | 20 | 30 | 40 |
| Total | 213 | 222 | 244 | 262 | 280 |
| 3. <u>Telephone Service</u> | <u>76</u> | <u>77</u> | <u>78</u> | <u>79</u> | <u>80</u> |
| Work Orders Processed | 800 | 890 | 950 | 1025 | 1100 |
| Centrex Telephones | | | | | |
| Serviced | 3500 | 3900 | 4000 | 4250 | 4400 |
| State Systems Serviced | 13 | 19 | 22 | 25 | 30 |

Increase from 76 to 77 is the result of new office buildings.
The increase in systems serviced is anticipated if we purchase
any of our own systems.

D. Capital Construction

| <u>Project</u> | <u>75-76</u> | <u>76-77</u> | <u>77-78</u> | <u>78-79</u> | <u>79-80</u> |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|
| Communications Building | | 400,000 | | | |
| Microwave to Trinidad | | 95,000 | | | |
| Communications Shops | | 380,000 | 200,000 | 200,000 | 200,000 |
| Microwave to the Tunnell | | | 200,000 | | |
| Microwave - Alamosa to Durango | | | | 360,000 | |

The Communications Building to house the division offices, warehouse and the Denver maintenance facility is proposed for FY 1976-77. The State Highway Department has agreed to provide the necessary ground on their property at 2000 So. Holly, Denver. The Division is now housed at three separate locations in the Denver area. This arrangement is costly and very inefficient.

In 1976-77 the Division proposes to extend the microwave system to Trinidad. Access to the system at Trinidad will allow all agencies in the area to make use of the full service of the system.

In 1976-77 the Division proposes to begin a construction program to improve the maintenance facilities throughout the state. New shops are proposed for Pueblo, Greeley, Alamosa, and Grand Junction by 1980. The existing shops in these cities are located in storage sheds of the State Highway Department.

In 1977-78 extension of the microwave system to the Eisenhower Tunnel and the Summit County area is proposed. The growth and year round activities in the area will justify the installation by 1978.

By 1979 the Division believes that another microwave path over the continental divide between Alamosa and Durango will be justified. The extension will not only serve the area but will also increase the reliability of the total system by providing a third patch over the divide.

VI. LONG RANGE OBJECTIVES AND YEARLY PLANS

A. Objectives during the next five years.

1. Review and re-evaluate the long range plan for communications in Colorado on an annual basis.
2. Review the telephone service and systems in the State of Colorado in order to make the service more reliable and efficient.
3. Resolve the issue of private vs. public ownership of our telephone system by June, 1976. If it is determined that purchase of our own system would be more advantageous, this plan will be modified accordingly. We will initiate a plan to review and update all telephone systems annually.
4. Develop and implement a centralized billing mechanism for telephone service.
5. Improve our relationship with and advise local entities on communications matters.
6. Establish and implement an acceptable method of charging for communications services.
7. Implement a statewide Emergency Medical Communications System in Colorado after enabling legislation is passed.
8. In close coordination with the Division of ADP, plan and develop the data network necessary to achieve the consolidation of ADP centers and terminal access provided for in the ADP Master Plan.
9. Establish and implement an inter-city calling system to better coordinate long distance calling.

10. Replace the obsolete microwave equipment during the next five years with modern and efficient equipment.
 11. Implement a transient maintenance program throughout the state.
8. Specific plans for the next five years.
1. 1975-76
 - a. Complete initial draft of the long-range communications plan September 15, 1975. The plan will then be available for review.
 - b. Improve phone service at Department of Labor and Employment by December 31, 1975. Add 2nd console at Labor-State Compensation Insurance and expand Division of Employment system to allow 3rd console, and additional stations and trunks. System outgrown.
 - c. Develop a central billing system for all phone service by December, 1975.
 - d. Upgrade capitol centrex system to provide for expanded phone service to new state office buildings by June, 1975.
 - e. Coordinate budget preparation relating to communication needs with all state agencies.
 - f. Begin review of configuration of all state phone systems by November, 1975; to be complete June, 1976.
 - g. Improve efficiency of the engineering section by servicing 10% more maintenance jobs in 1975-76 at the current level of funding.
 - h. Replace Denver to Grand Junction phase of the microwave system by June, 1976.
 - i. Complete the Communications Master Plan by November 15, 1975. The Master Plan will be available for the 1976 legislature to review.
 2. 1976-77
 - a. Update the Communications Master Plan by July, 1976 so it can be used in the budget preparation process for fiscal year 1977-78.
 - b. Build a new communications building by December, 1976.
 - c. Implement 20% of action called for in the Communications Master Plan by December, 1976.
 - d. Replace second phase of microwave system by March, 1977.

3. 1977-78

- a. Update the Communications Master Plan by July, 1977, so it can be used in the budget preparation process for fiscal year 1978-79.
- b. Complete 40% of planned actions in the Communications Master Plan by December, 1977.
- c. Replace third phase of microwave by March, 1978.

4. 1978-79

- a. Update the Communications Master Plan by July, 1978 so it can be used in the budget preparation process for fiscal year 1979-80.
- b. Implement 60% of the planned actions in the Communications Master Plan by December, 1978.
- c. Replace fourth phase of microwave by March, 1979.

5. 1979-80

- a. Update the Communications Master Plan by July, 1979 so it can be used in the budget preparation process for fiscal year 1980-81.
- b. Implement 80% of planned actions in the Communications Master Plan by December, 1979.
- c. Replace final phase of microwave system.

VII. COST BENEFIT OF PLANNED ACTIONS

By developing a long range plan, installing centralized billing, and evaluating and improving communication methods, we hope to cut into communication costs during the next 5 years. For example, a coordinated, planned approach to data communications alone is expected to result in a cost avoidance of one million dollars during this period. Replacement of the microwave system will permit us to retain a reliable system for data, emergency, and normal radio communications with a 75% reduction in maintenance costs. This system will provide us with substantial savings over its life by avoiding costs of other types of communication methods available.

VIII. LEGISLATION REQUIRED

- A. EMS - Statewide Emergency Medical Service in 1976-77 in conjunction with Department of Health. EMS will provide improved Emergency Medical communication particularly in remote areas of the state.

- B. Enact legislation to void the requirement for reimbursement to Highway Users Tax Fund for operating expense.*

*As defined in 24-30-904(2), C.R.S. 1973

IX. CONSULTING NEEDS

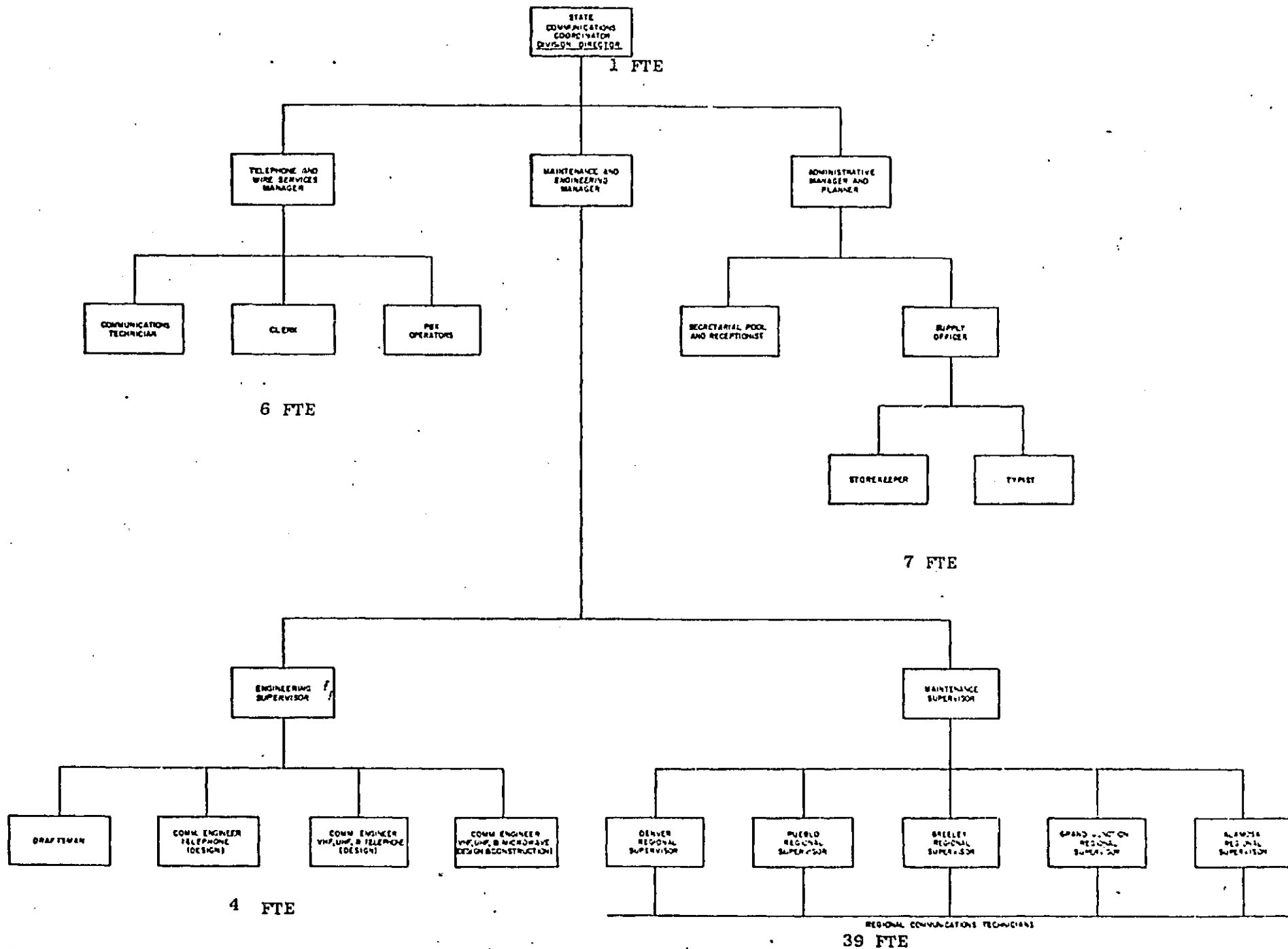
Communications Advisory Committee has been formed and will be active during the 1975-76 fiscal year. This committee will serve as a sounding board for the Division in areas of future planning of the Division activities, as well as support of current activities.

Telephone consulting services on contract from outside sources to assist in identifying savings and service improvement in our current system.

X. ORGANIZATION CHART

- A. (See chart attached)
- B. (See attached list of FTE's)

DIVISION OF COMMUNICATIONS-1975



GRADETITLENAMEDivision Director

| | | |
|------|----------------------------------|---------------|
| 66-3 | State Communications Coordinator | Runall Canady |
|------|----------------------------------|---------------|

Telephone and Wire Services

| | | |
|------|---------------------------|------------------|
| 46-7 | Supervisor | Neil Haley |
| 33-6 | Communications Technician | Otto Trautman |
| 23-7 | PBX Supervisor II | Wanda Senier |
| 19-7 | PBX Operator II | Edna Heberlein |
| 19-6 | PBX Operator II | Margaret Withrow |
| 19-6 | PBX Operator II | Marian Cowhey |

Administrative Manager and Planner

| | | |
|------|-------------------------------|-------------------|
| 46-7 | Administrative Assistant II | Albert Anderson |
| 36-5 | Supply Officer | Roberta Whitten |
| 26-5 | Clerical Supervisor I | Connie Resley |
| 26-2 | Senior Storekeeper | Roy Jansen |
| 15-6 | Typist B | Marie Sullivan |
| 15-1 | Typist B | Ardith Gruenwaldt |
| 22-2 | Secretary I-A | Mathea Lee |
| 15-1 | Typist B (has been requested) | Vacant |

Engineering

| | | |
|------|---------------------------------|----------------|
| 56-1 | Communications Engineer - Supv. | Vacant |
| 38-6 | Sr. Communications Technician | Gale Wiescamp |
| 49-7 | Communications Specialist | Edward Howell |
| 49-7 | Communications Specialist | Virgil Puryear |

Maintenance

| | | |
|------|-----------------------------------|---------------|
| 49-7 | Communications Specialist - Supv. | Thomas Garred |
|------|-----------------------------------|---------------|

Denver

| | | |
|------|-------------------------------------|---------------------|
| 46-7 | Chief Communications Technician | Harry Noon |
| 42-6 | Principal Communications Technician | Jimmie Woodard |
| 42-7 | Principal Communications Technician | Robert Lovisone |
| 42-6 | Principal Communications Technician | Norman Murray |
| 38-6 | Senior Communications Technician | Jackson Cox |
| 38-6 | Senior Communications Technician | Francis Flynn |
| 38-6 | Senior Communications Technician | Richard Schmidt |
| 38-6 | Senior Communications Technician | Donald Warren |
| 33-5 | Communications Technician | William Looper |
| 33-4 | Communications Technician | Spyros Papadopoulos |
| 51-6 | Plant Maintenance Supervisor | Leroy Love |
| 45-3 | Plant Maintenance Foreman | Vernon Evans |

GRADETITLENAMEPueblo

| | | |
|------|--|--------------------|
| 46-7 | Chief Communications Technician - Supv | Jerry Pierce |
| 42-6 | Principal Communications Technician | Clarence Garretson |
| 38-6 | Senior Communications Technician | David Ernst |
| 38-7 | Senior Communications Technician | Ronald Ford |
| 38-6 | Senior Communications Technician | Clarence Liverman |
| 33-4 | Communications Technician | John Gruenwald |

Greeley

| | | |
|------|---|----------------|
| 46-7 | Chief Communications Technician - Supv. | Max Gebauer |
| 42-6 | Principal Communications Technician | Alvin Erickson |
| 38-6 | Senior Communications Technician | Larry Atkins |
| 38-5 | Senior Communications Technician | Pearl Vincent |
| 38-4 | Senior Communications Technician | Vacant |

Grand Junction

| | | |
|------|---|---------------|
| 46-7 | Chief Communications Technician - Supv. | Doyle Bradley |
| 42-7 | Principal Communications Technician | James Day |
| 42-7 | Principal Communications Technician | Paul Kehl |
| 42-6 | Principal Communications Technician | Ronald Ebert |
| 38-6 | Senior Communications Technician | William Wales |
| 33-5 | Communications Technician | Delbert Aden |
| 33-4 | Communications Technician | Samuel Ingram |
| 33-4 | Communications Technician | Vacant |

Alamosa

| | | |
|------|---|----------------|
| 46-7 | Chief Communications Technician - Supv. | Robert Tolman |
| 42-1 | Principal Communications Technician | Vacant |
| 42-6 | Principal Communications Technician | Kit Orlosky |
| 38-6 | Senior Communications Technician | Rodney Updike |
| 38-6 | Senior Communications Technician | Paul Bynum |
| 33-5 | Communications Technician | Mike Borrego |
| 33-4 | Communications Technician | James Williams |

DEPARTMENT OF ADMINISTRATION
717 State Services Building
Denver, Colorado 80203

August 29, 1975

To: John Lay, Executive Director

From: Bill Archambault, Office of Administrative Services
Bill Archambault

Subject: Long Range Plan

The long range plan for the Office of Administrative Services is attached.

In the yearly plans for 1975-76 through 1979-80, this office proposes to assume the responsibility of budget preparation for all the divisions of the Department. In the current budget cycle, this office is preparing the financial schedule, for the Division of Purchasing, including Surplus Property, and the Division of Archives in addition to the Office of the Executive Director. The narrative budget schedules must remain the responsibility of the individual Division Directors as they need to present and "sell" their programs. This assumption of responsibilities is being phased in to demonstrate to the various Division Directors that this office has the ability to do an accurate job and a quality job. The additional FTE projected for 1979-80 will be necessary to provide this service for the entire Department.

WFA:ip

Attachment

OFFICE OF ADMINISTRATIVE SERVICES

I. CHARTER

The Office of Administrative Services provides accounting and fiscal services to all divisions of the department and prepares and administers the budget of the department.

II. KEY DIVISIONAL GOAL

Provide the Executive Director and all divisions with complete administrative services in the following areas:

- Budget
- Accounting
- Payroll
- Vouchering
- Billing and Collection
- Fixed Asset Inventory Control

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS

A. Historical Overview

Studies made by the Efficiency and Economy Committee and also by Touche Ross and Company in 1969 recommended that a centralized group be formed to perform certain accounting and related management functions for the Department. The Office of Administrative Services was formed that same year to comply with this recommendation.

This office provides general and payroll accounting services for all divisions, reports to the director of the Department on financial operation of all divisions, reviews budget requests submitted by the divisions, and prepares the budget for the Department. The office also bills other departments for services rendered by the Department of Administration. In the current year such billings will exceed \$1.9 million. The workload of this office will continue to increase as accounting responsibilities still assigned to some of the divisions are assumed.

B. Accomplishments

1. Designed and installed cash handling procedures for Division of Archives and Public Records during the 1974-75 fiscal year.
2. Began billing for employee parking through payroll deduction during January, 1975.
3. Began review of fixed assets inventory for the Office of the Director, Central Services, Management Services, and ADP during the 1974-75 fiscal year.

4. Made proposals for Capitol Complex Telephone Equipment Billings.

IV. HISTORICAL COST OF OPERATIONS, FTE, AND WORKLOAD STATISTICS 1970-71 THROUGH 1974-75 FISCAL YEARS.

A. Cost of Operations and FTE

| <u>Year</u> | <u>General Fund</u> | <u>% Change</u> | <u>FTE</u> |
|-------------|---------------------|-----------------|------------|
| 1970-71 | \$ 81,010 | N/A | 9 |
| 1971-72 | 83,142 | 2.5 | 9 |
| 1972-73 | 85,951 | 3.4 | 9 |
| 1973-74 | 100,681 | 17.1 | 12 |
| 1974-75 | 115,387 | 14.6 | 11 |

The increased cost in 1973-74 and 1974-75 is attributed to the increased salaries due to wage survey adjustments and the cost of rented equipment.

B Workload Statistics

| | <u>1970-71</u> | <u>1971-72</u> | <u>1972-73</u> | <u>1973-74</u> | <u>1974-75</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Employees Pd. | 725 | 841 | 750 | 640 | 640 |
| Vouchers processed | 5,900 | 6,000 | 6,100 | 6,500 | 7,636 |
| Amt. Billed | 1,500,000 | 1,500,000 | 1,750,000 | 2,500,000 | 1,967,066 |
| Controlled Maintenance Appropriation | 300,000 | 300,000 | 448,000 | 868,300 | 600,000 |

V. PROJECTED BUDGET, FTE, AND WORKLOAD STATISTICS 1975-76 THROUGH 1979-80 FISCAL YEARS

A. Cost of Operations and FTE

| <u>Year</u> | <u>General Fund</u> | <u>% Change</u> | <u>FTE</u> |
|-------------|---------------------|-----------------|------------|
| 1975-76 | 143,997 | 24.8 | 11 |
| 1976-77 | 151,997 | 5.0 | 11 |
| 1977-78 | 168,317 | 10.0 | 12 |
| 1978-79 | 182,948 | 10.0 | 12 |
| 1979-80 | 201,243 | 10.0 | 13 |

The increase in FTE is the result of the anticipated workload increase resulting from a greatly expanded Central Services operation.

B. Workload Statistics

| | <u>1975-76</u> | <u>1976-77</u> | <u>1977-78</u> | <u>1978-79</u> | <u>1979-80</u> |
|--------------------|----------------|----------------|----------------|----------------|----------------|
| Employees Pd. | 640 | 656 | 672 | 696 | 705 |
| Vouchers Processed | 8,400 | 9,200 | 10,100 | 11,200 | 12,300 |
| Amt. Billed | 2,163,000 | 2,380,000 | 2,618,000 | 2,880,000 | 3,100,000 |

Projected workload statistics are based on estimates of employees in the Department, and estimated growth in department activity.

VI. YEARLY PLAN

A. 1975-76

1. Assume responsibility for reviewing, billing, and reporting on mobile radio and equipment maintenance charges for the Division of Communications.
2. Insure accuracy of the fixed asset inventory of all divisions of the Department.
3. Eliminate all hand posted accounting records maintained by Capitol Buildings.
4. Prepare detail budget request schedule for Archives and Purchasing in addition to the Office of the Executive Director.
5. Design and implement complete Cost Accounting System for the Central Services Revolving Fund.
6. Prepare financial statements for all operations of the Department by November 1.
7. Meet the varying fiscal needs of the different divisions as they arise.

B. 1976-77

1. Prepare detail budget request schedule for Accounts and Control in addition to those divisions already being prepared.
2. Refine Cost Accounting System for Central Services Revolving Fund.
3. Prepare financial statements for all operations of the Department by November 1.
4. Meet the varying fiscal needs of the different divisions as they arise.

C. 1977-78

1. Prepare detail budget request schedule for Communications Division in addition to those divisions already being prepared.
2. Prepare financial statements for all operations of the Department by November 1.
3. Meet the varying fiscal needs of the different divisions as they arise.

D. 1978-79

1. Prepare detail budget request schedule for Capitol Buildings Section in addition to those divisions already being prepared.
2. Prepare financial statements for all operations of the Department by November 1.
3. Meet the varying fiscal needs of the different divisions as they arise.

E. 1979-80

1. Prepare detail budget request schedule for ADP. This will consolidate budget preparation and analysis, except for budget narrative, within Administrative Services.
2. Prepare financial statements for all operations of the Department by November 1.
3. Meet the varying fiscal needs of the different divisions as they arise.

VII COST BENEFIT ANALYSIS

The consolidation of the budgeting process will provide consistency and uniformity in the preparation of budgets for the Department. This will result in cost avoidance to the Divisions by allowing Division staff to continue working in their field of expertise.

VIII LEGISLATION REQUIRED

None

IX CONSULTING NEEDS

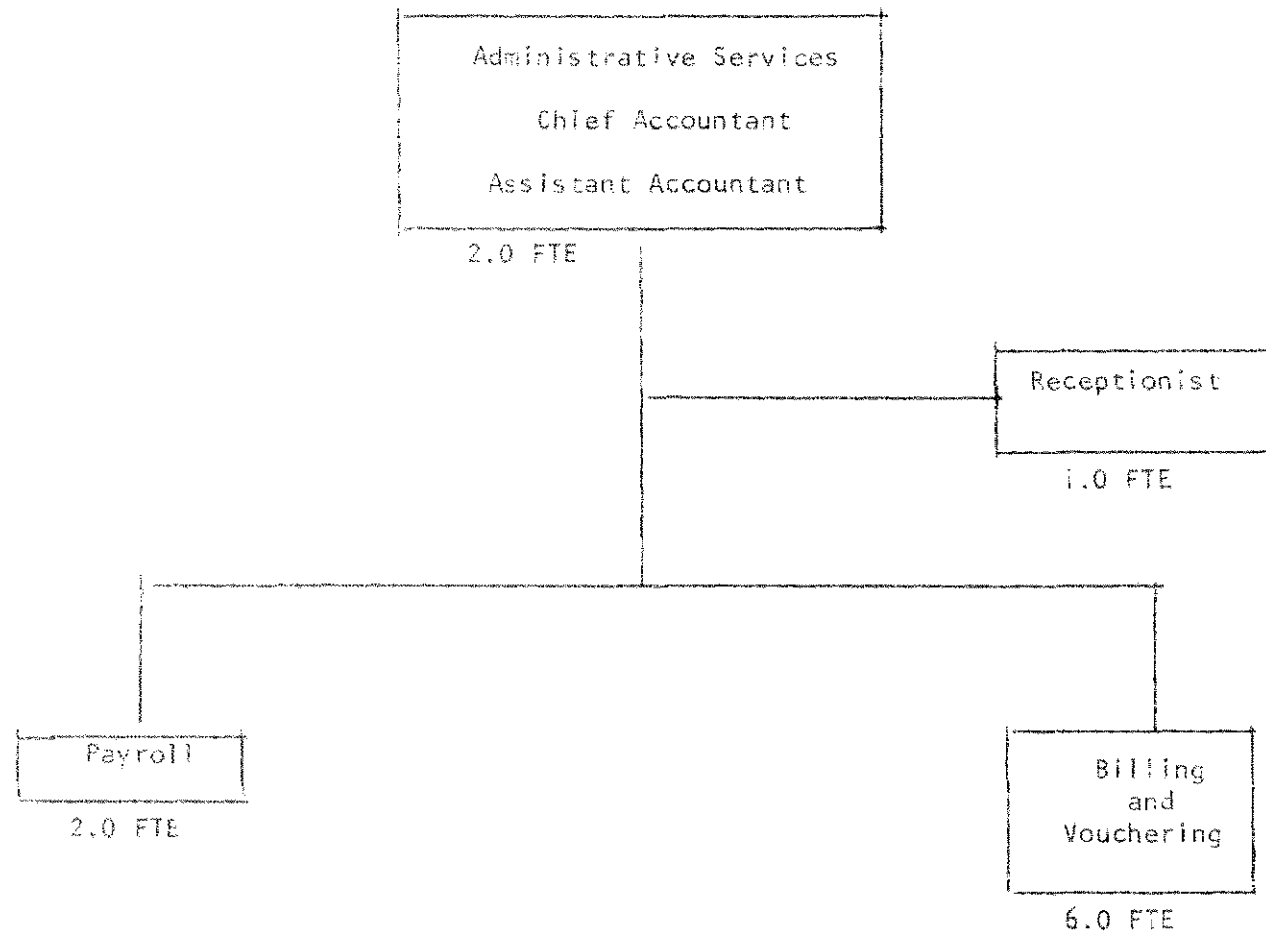
Assistance needed for Cost Accounting System is available from Accounts and Control, Field Service Section.

X Organizational Chart

Attached

Organizational Chart
Administrative Services

10/1/75



Administrative Services Section

60 - 6 Chief Accountant I
40 - 6 Assistant Accountant

William Archambault
Cheryl Albers

Receptionist

15 - 7 Typist B

Ida Phelps

Payroll

32 - 1 Chief Administrative Clerk
26 - 2 Administrative Clerk

Katherine Sanderson
Beatrice Kagan

Billing and Vouchering

32 - 7 Clerical Supervisor
26 - 4 Administrative Clerk
18 - 6 Administrative Clerk
18 - 2 Administrative Clerk
18 - 7 Administrative Clerk
18 - 1 Administrative Clerk

Mary Jo Klein
Doris Schmitz
Ruby Sharply
Helen Harnish
Ora Moss
Vacant



DEPARTMENT OF ADMINISTRATION

630 State Services Building
Denver, Colorado 80203

August 29, 1975

~~JOHN I. LAY~~
Governor

RICHARD D. LAMM

~~XXXXXXXXXX~~
Executive Director

John I. Lay

Mr. John I. Lay
Executive Director
Department of Administration
717 State Services Building
Denver, Colorado 80203

Dear Mr. Lay:

Attached is the five year plan for the Division of Management Services.

The Management Services Division's activity is not confined to solving problems in a purely theoretical, abstract, or technical sense. We do these things, it is true; but the problems with which our consultant deals are action-oriented, and his thinking must be directed toward improved managerial, operating and economic performance and results for the client agency.*

This unit of state government exists for the sole purpose of providing state government consulting expertise in order to help agency managers to manage better.

The MSD was established because:

- permanent staff are available to follow up on study recommendations and help implement same;
- full time state consultants have an in-depth knowledge of the state, its organization, special problems, and unique conditions on which outside consultants would have to school themselves;
- the MSD staff can maintain a high degree of objectivity due to civil service "protection," assuming competence, of course;
- a permanent, on-site consulting group is available to assist managers with day-to-day problems;

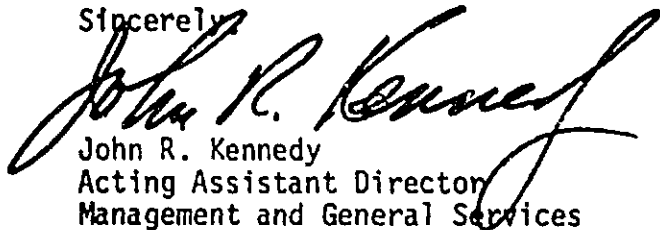
* Paraphrased from Association of Consulting Management Engineers pamphlet, "Directory of Membership and Services," 347 Madison Avenue, New York, N.Y., 1974, p. 3.

Mr. John I. Lay
August 29, 1975
Page 2

- the value of an MSD consultant increases with his tenure; each assignment deepens his knowledge of state operations; this experience is applied on each subsequent assignment;
- the cost of an internal consulting assignment is approximately one-third of the private sector cost;
- it can and does pledge itself to full cooperation with allied specialists in the Division of Accounts and Control, the Executive Budget Office, the Auditor's Office, the Joint Budget Committee, and similar agencies in state government.

It is important to understand that we do not view the MSD in an adversary role to agencies. Rather, we are to work with the agency management teams to help diagnose, make recommendations, and help implement solutions to their problems.

Sincerely,



John R. Kennedy
Acting Assistant Director
Management and General Services

JRK:ad

Division of Management Services

Long Range Plan
June 1975

I. STATUTORY AUTHORITY

The basic organizational entity for the Division of Management Services was created in 1961 as part of the Division of Accounts and Control. The Office of Management Services was created in 1968 as an extension of the Executive Director's Office (Department of Administration), by enactment of the "Administrative Organization Act of 1968," Section 24-30-102, C.R.S. 1973. The statutes provide for the division to have the responsibility for the analysis of all state agency programs; the appraisal of the quantity and quality of services rendered by each principal department and by the divisions, sections and units thereunder; and the development of plans for improvements and economies in the organization and operation of the principal departments and reporting thereon to the Governor and the General Assembly.

II. KEY DIVISIONAL GOALS

Provide professional management counsel to managers of state operations to help them

- diagnose management problems,
- establish realistic goals, objectives, policies and organization structures related to their operations,
- make use of technical skills in areas such as procedures, work place layout, work methods, equipment evaluation, work standards, manning, material and equipment utilization, cost reduction, and similar management areas that have a direct bearing on any unit's productivity,
- by providing training and guidance in the use of management techniques typified by those mentioned above, and
- by providing direct assistance in implementing recommendations contained in any of our reports.

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS

A. Historical Overview

Beginning in 1961, the basic functions of the Division of Management Services were performed by the Division of Accounts and Control.

In 1968, the "Administrative Organization Act" transferred, by a Type 2 transfer, the powers, duties and functions of the existing Division of Accounts and Control concerning analysis of state agency programs to the Department of Administration.

Early in 1971, the Office of Management Services was realigned to formally establish for the State of Colorado a central internal management consulting capability to promote program and management efficiency and economy within the various departments of the Executive Branch.

Prior to creation of the Office of Management Services, executive administrative and management improvements were either achieved by bringing forward selected organization staff talents or contracting with either national or local management consulting firms. Neither of these two approaches has been entirely satisfactory, for too often either the internal staff lacked sufficient expertise to cause administrative reform, or the consulting firm was unrealistic in its assessment of the implementation environment.

Further, a reporting relationship that prevented the Management Services function from direct access to a Cabinet member, specifically the Department Executive Director, diluted the importance of this unit and its mission. It is viewed as just another type of auditing effort if it is attached to a Budget Director, a Chief Auditor, or a Controller. Usually, management consultants are employed by chief executives of organizations and report to that level of management. There is no valid reason for this practice to differ in state government.

Management Services has reported, for the last three years, to the chief executive of its parent department, and this procedure has worked well. We strongly recommend that this reporting relationship be allowed to continue.

Management Services must pledge itself to full cooperation with allied specialists in the Division of Accounts and Control, the Executive Budget Office, the Auditor's Office, and similar efforts in state government. We have attempted to do this for the last three years and will continue to do so in the future.

In the last few years, Management Services has moved from what was essentially a miscellaneous, fringe duties type of operation only vaguely related to management problems, to a broad range, general management consulting group. For example, during the last 29 months, this office conducted over a dozen major consulting assignments. These have resulted in an estimated potential savings to the state of \$4,897,764 when fully implemented. Of these monies, actual savings in the amount of \$904,000 have been realized to date. Currently, we are actively engaged in implementation efforts to recover the maximum of these potential savings.

B. Accomplishments

1. We believe the concept of internal management consulting has been accepted by leaders in our state government in all three branches. We believe our unit has gained acceptance.
2. The above statement is evidenced by continued requests for our services from many segments of government operations. Presently, we have 14 active requests for our services.
3. Since July 1972, this office has completed a total of 40 formal assignments of all types, ranging from complete reviews of major agencies to brief, one-dimensional kinds of studies.
4. Based on the last 29 months' implemented savings of \$904,000, our savings per staff member have averaged \$75,333. Our total budget for these 29 months was approximately \$502,068. Therefore, the realized savings resulting from our consulting efforts approaches twice our budget for the 29-month period discussed. We expect the oncoming fiscal year (1975-76) to substantially improve this figure. (NOTE: These savings do not include the cost avoidance dollars related to our lower (by 2/3) per hour cost as compared to outside consulting services using similar skills.)

IV. HISTORICAL BUDGET, FTE, WORKLOAD STATISTICS, AND UNIT COSTS

A. Cost of operations (All General Fund)

| | <u>Amount</u> | <u>% Change</u> |
|-----------|---------------|-----------------|
| 71 Actual | \$ 91,263 | -- |
| 72 Actual | 95,778 | 4.9% |
| 73 Actual | 156,083 | 63.0% |
| 74 Actual | 193,305 | 23.8% |
| 75 Actual | 251,087 | 29.9% |

B. FTE's

| | <u>FTE's</u> | <u>% Change</u> |
|-----------|--------------|-----------------|
| 71 Actual | 4.6 | -- |
| 72 Actual | 5.8 | 26.1% |
| 73 Actual | 10.1 | 74.1% |
| 74 Actual | 11.1 | 9.9% |
| 75 Actual | 13.5 | 21.6% |

(NOTE: The following comments apply to both IV. A. and IV. B.)

The increase in fiscal '73 was due to the Executive Director requesting and receiving funding to build a stronger internal management consulting capability to reduce costs of outside consulting services.

The increase in fiscal '75 is due to three contract management analysts being hired to replace temporarily three full-time management analysts who were assigned to a year-long consulting engagement at the University of Colorado Medical Center.

C. Workload indicators and unit costs

| | <u>1971 Actual</u> | <u>1972 Actual</u> | <u>1973 Actual</u> | <u>1974 Actual</u> | <u>1975 Actual</u> |
|-------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Consulting Hours Delivered | 3,900 | 5,700 | 12,150 | 13,500 | 17,250 |
| % Change | --- | 46.2% | 113.2% | 11.1% | 27.8% |
| Unit Cost | \$23.40 | \$16.80 | \$12.84 | \$14.31 | \$14.56 |

Consulting hours delivered for this period calculated at 85% of total hours available, e.g., net hours per year 1,760 x .85 = 1,497 rounded up to 1,500 hours; does not include hours of administrative personnel.

V. PROJECTED BUDGET, FTE, WORKLOAD, AND UNIT COSTS

A. Projected cost of operations (All General Fund)

| | <u>Amount</u> | <u>% Change</u> | <u>FTE</u> | <u>% Change</u> |
|----|---------------|-----------------|------------|-----------------|
| 76 | \$234,159 | (6.7%) | 10.5 | (22.2%) |
| 77 | 255,209 | 9.0% | 12 | 14.3% |
| 78 | 280,730 | 10.0% | 13 | 8.3% |
| 79 | 349,343 | 40.5% | 19 | 46.2% |
| 80 | 414,060 | 5.0% | 19 | -0- |

The decrease in cost and FTE for 1975-76 due to vacancy created by transfer of Management Consultant and restriction on filling of vacant positions imposed by State Personnel Director.

The restricted* increased costs for 1976-77 (9%) will curtail our desire to add necessary personnel (6 professional FTE's) to begin a "one department-one year" management audit and consulting program; assume full responsibility for operation of Employee Suggestion Awards System; give greater impetus to Productivity Improvement Program; and attempt to meet current backlog of requests for services.

The projected increased costs for 1977-78 (10%) are based on the desire to add necessary personnel (1 professional) to help meet increasing service demands.

* Restriction due to recessionary conditions.

The projected increased costs for 1979-80 (40.5%) are based on the desire to add necessary personnel (6 professional FTE's) to begin a "one department-one year" management audit and consulting program; assume full responsibility for operation of Employee Suggestion Awards System; give greater impetus to Productivity Improvement Program; and attempt to meet current backlog of requests for services.

The above projected costs are based on the desire to add necessary personnel (6 professional FTE's) to establish a "branch office" in the Pueblo area; and to remain current with anticipated requests for services.

B. Projected workload indicators

| | <u>1976</u> | <u>1977</u> | <u>1978</u> | <u>1979</u> | <u>1980</u> |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|
| Consulting Hours Delivered | 14,806 | 16,270 | 17,897 | 27,659 | 27,659 |
| % Change | (14.17%) | 9.9% | 1.0% | 54.5% | -- |
| Unit Cost (per hour) | \$15.82 | \$15.69 | \$15.69 | \$14.26 | \$14.97 |

The increase in unit cost is due to inflationary trend in salaries, normal salary act, and longevity increases.

Consulting hours delivered are based on 90% of net work year of 1,808 hours, or 1,627 hours/consultant/year.

VI. LONG RANGE OBJECTIVES AND YEARLY PLANS

A. Objectives during the next five years will be to:

1. Inaugurate productivity pilot studies to prove, in actual working situations, that good, sound management techniques can be successfully applied in the governmental environment. (This objective is predicated on receiving federal funds from the National Science Foundation.)
2. Concentrate on one department per year (selected by the Executive Director and the Governor) and apply up to 15% of our total staff effort to a given department for an entire year.
3. Assume full responsibility for the Employee Suggestion Awards System as requested by the Department of Personnel.
4. Make more use of agency personnel in the conduct of our major studies, thus multiplying the impact of our professional staff.
5. Open an office in the Pueblo area to better serve agencies not located in the Metro Denver area.

8. Yearly Plans

1. 1975-76

- a. Maintain commitments of implementation assistance to three major studies, viz, Purchasing, Central Services and Automobile Usage through June 30, 1976.
- b. Service client agencies to whom assistance has been pledged and hopefully start the productivity demonstrations by March 31, 1976.
- c. Inaugurate sales of certain reports of generic interest to other states by December 31, 1975, and thus recover some of our reproduction costs.
- d. Due to lack of additional staff, this is almost sure to be a "status quo" year as far as the number of projects is concerned.

2. 1976-77

- a. Starting January 1, 1977, evaluate feasibility of placing certain copies of our reports on microfiche for easier distribution.
- b. Due to lack of additional staff, this is almost sure to be a "status quo" year as far as the number of projects is concerned.

3. 1977-78

- a. Assume full responsibility for operation of the Employee Suggestion Awards System on July 1, 1977.

4. 1978-79

- a. Begin "one department-one year" management audit and consulting program on July 1, 1978.
- b. Establish a "branch office" in the Pueblo area effective July 1, 1978.

5. 1979-80

- a. Consolidate achievements in the areas of department-wide consulting and branch office at Pueblo.

VII. COST BENEFIT OF PLANNED ACTIONS

Management Services has proved over the last three years that it more than pays its way in direct savings. None of the plans offered in this document will alter this record. In fact, we expect our direct and tangible savings record to improve.

Our emphasis in this plan on use of agency employees to actively help us as part of our project team, and the establishment of branch offices, are designed to radiate the effect of good management practices throughout the entire state management structure. We firmly believe the impact of these efforts will improve the skills of our management cadre and will result in significant, tangible benefits to the state.

VIII. LEGISLATION

Assuming Management Services grows to the extent envisioned in this plan, we recommend that it be designated a Division via legislative action.

IX. CONSULTING NEEDS

We will, from time to time, find a valid requirement to contract for specialized skills, e.g., the present contract with assets management specialists, or specialists in the field of telecommunications, and will request funds for this purpose as the need arises. We do not anticipate that this requirement will be a standard entry on our budget requests.

X. ORGANIZATION CHART

A. Chart

On a separate page is a functional organization chart that typifies the operational mode of consulting efforts, in or out of government.

Title, position, rank, etc., often have to be set aside in order to place the right skills in the right place at the right time. It is not unusual in this work for a Consultant to be working alone occasionally, while a Principal or Senior Analyst has a project team reporting to him temporarily. The important consideration is getting the job done. Rank, title, etc., are secondary. Naturally, where the more senior members of the organization can accommodate all factors of an assignment, the normal rules of supervisory hierarchy apply. But often the timing of an assignment, and the specific backgrounds and skills of consultants available, determine personnel assignments, rather than rigid structures. The following chart, therefore, must be viewed as a "snapshot" of a dynamic process, not as a model to be rigorously followed regardless of client needs.

However, in matters of planning, policies, budget requests, staff evaluation, etc., the senior members of the group operate in the traditional organizational manner. That is, their views and opinions are sought, and their judgments are folded into the overall thrust and performance of this entire organization.

We do not envision a change in this organizational approach. The hiring of pure administrators, as opposed to active consultant-supervisors, would not be an efficient or judicious use of fiscal resources. It is important to understand that all members of the staff participate to some degree in all projects. This includes the Director, of course.

We strongly recommend that Management Services continue to report to the Executive Director in any department to which it is assigned for reasons previously stated.

B. FTE Assigned

| <u>Grade & Step</u> | <u>Position Title</u> | <u>Name</u> |
|-----------------------------|---|---------------------|
| 74-6 | Director, Division of Management Services | John R. Kennedy* |
| 70-7 | Management Consultant | Abolished |
| 70-6 | Management Consultant | Robert E. Brooks |
| 60-3 | Principal Management Analyst | Robert M. Roberts |
| 60-3 | Principal Management Analyst | Jack E. Keene |
| 54-3 | Senior Management Analyst | Carl G. Steinhauser |
| 46-2 | Management Analyst | Richard Westermann |
| 46-1 | Management Analyst | John H. Rickert |
| 46-1 | Management Analyst | John B. Peterson |
| 46-1 | Management Analyst | Anna L. Devers |
| | Contract Management Analyst | Ira Berger** |
| 26-7 | Secretary I-B | Anne F. Dooley |
| 26-1 | Administrative Clerk Typist B | Helena Leigh Tripp |

We recommend establishment of a position between the Management Consultant level and the Principal Management Analyst level. Presently, there exists a 10-grade differential and the length of time required to span this gap is discouraging to the Principals. We have already dropped the Assistant Management Analyst level. During the next five years, as we take on the more complex duties outlined above, we plan to restructure the career ladder to contain the following levels:

(1) Director; (2) Assistant Director; (3) Management Consultant; (4) Associate Management Consultant; (5) Principal Management Analyst; and, (6) Senior Management Analyst.

* Time split between Office of the Executive Director managing four other divisions (approximately 40%) and Division of Management Services (60%).

** Contract through December 31, 1975.

EXECUTIVE DIRECTOR
Department of Administration

FUNCTIONAL
ORGANIZATION CHART

Division of Management Services
July 1, 1975

DIRECTOR
Division of
Management Services

Secretary

Secretary

Management *
Consultant

Management
Consultant

Principal Management
Analyst

Principal Management
Analyst

Senior Management
Analyst

Management
Analyst
(Contract)

Management
Analyst

Management
Analyst

Management
Analyst

Management
Analyst

NOTE: Each box represents 1 FTE position; total FTE positions for the Division of Management Services as of July 1, 1975 equals 13 (12 civil service; 1 contract).

*Abolished September 1, 1975.



DEPARTMENT OF ADMINISTRATION
DIVISION OF PURCHASING

SUITE 232 -- STATE SERVICES BUILDING
DENVER, COLORADO 80203
PHONE 303-892-3261

E. R. ROON
Director

August 28, 1975

Mr. John Lay
Executive Director
Department of Administration
724 State Services Bldg.
Denver, Colorado 80203

Dear John:

Attached please find long range plans as developed by the Division of Purchasing.

As you are aware, being a service agency we can project our needs only by estimating the requirements which may be placed upon us. If the size and expenditures for state government remain static our operating and personnel projections may be ample. If increases are to be initiated, our expenditures (in order to provide satisfactory service) will also necessitate an increase.

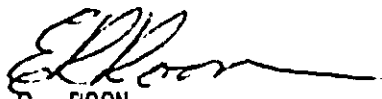
Postage costs represent a large portion of our operating budget. We are currently (1975-76) managing with the same operating budget as in 1973-74. Yet during this period postage has risen 20%. There are rumors that a 30% increase may go into effect by the postal service before January 1, 1976. This indeed will cause financial problems for the Division of Purchasing, and may require a supplemental appropriation.

The Division has been able in the past and will in the future save substantial dollars using cost avoidance procedures. These savings result from mandatory contracts plus increased control over agencies issuing their own purchase orders.

We are committed and dedicated to operate the most effective and efficient procurement office among all state governments.

Sincerely,

DIVISION OF PURCHASING


E. R. ROON
State Purchasing Director

ERR:crs

Attachment

DIVISION OF PURCHASING
LONG RANGE PLANS

I. STATUTORY AUTHORITY

Reference: Colorado Revised Statutes 1973
 Sections 24-30-401 through 411
 24-70-201 through 220
 24-82-401 through 409

The above referenced statutes provide that the State Purchasing Director and the Division of Purchasing specifically and without limitation shall: (Statements are condensed for brevity.)

1. Purchase or control the purchasing requirements of all spending agencies.
2. Transfer, salvage, exchange and condemn surplus supplies and equipment.
3. Sell personal property of the State.
4. Develop standard specifications in consultation with heads of budget units.
5. Extend purchasing services to local political subdivisions.
6. Form advisory committees on standardization.
7. Operate a surplus property agency in accordance with Federal regulations.

II. DIVISION GOALS

1. To secure supplies, equipment and commodities as required by the various State agencies at the most favorable price, also considering quality, delivery, and service.
2. To operate a Surplus Property Agency, making low cost supplies and equipment available to all eligible donees.

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS

A. Historical Overview

Commencing in 1973 the Division of Purchasing strengthened its management over Group II Agencies which are allowed to execute their own purchase orders. Increased emphasis was given to audits of their procedures and policies, as well as the buying practices and decisions made.

In May of 1974 the first State-wide seminar was held for purchasing and supply personnel. This was conducted by the Division of Purchasing and involved all State agencies.

In May of 1974 the Colorado Attorney General ruled that because of the passage of Amendment No. 4 in 1974 the University of Colorado (including the Medical Center) came under the jurisdiction of the State Purchasing Director. This ruling has caused a major increase in the management function in the Division.

For several years the budget request of the Division of Purchasing has included a request for an FTE to work on standardization programs. The position has been recommended by both phases of the purchasing study completed by the Division of Management Services. The Joint Budget Committee has seen fit not to fund the requested position.

In February of 1975 a crash program was initiated on standardization. Numerous contracts for office supplies as well as other commodities have been executed and now require mandatory usage by all State agencies and institutions.

Significant strides have been made by the Division of Purchasing in the past few years and we will continue to move forward in the months and years ahead.

B. Accomplishments

1. Publication of the first comprehensive State purchasing manual.
2. Organizing, planning, and conducting first State-wide purchasing seminar.
3. The Division of Purchasing has increased the management function over Group II Agencies.
4. Standardization program put into effect which will save a minimum of \$250,000 during fiscal year 1975-76.
5. Group II purchase orders are reviewed on a commodity basis by buyers.

6. A catalog of standard specifications has been developed.
7. A scheduled purchasing system has been developed for certain selected commodities.

IV. BUDGET, FTE, AND WORK LOAD STATISTICS

A. Cost of Operation

| | <u>Amount</u> | <u>% of Change</u> | <u>FTE</u> | <u>% of Change</u> |
|-----------------|---------------|--------------------|------------|--------------------|
| 1970-71 Actual | \$167,186 | | 16.0 | |
| 1971-72 Actual | 178,400 | 6.7 | 16.0 | |
| 1972-73 Actual | 182,310 | 2.2 | 15.0 | |
| *1973-74 Actual | 212,375 | 16.5 | 15.0 | |
| 1974-75 Actual | 219,468 | 3.3 | 16.0 | .06 |

*16.5% increase due to salary act adjustments.

B. Work Load Indicators

| | <u>No. of Purchase Orders Issued</u> | <u>% of Change</u> | <u>Dollar Amt. of Purchase Orders</u> | <u>% of Change</u> |
|----------------|--------------------------------------|--------------------|---------------------------------------|--------------------|
| 1970-71 Actual | 12,190 | | *\$11,200,174 | |
| 1971-72 Actual | 23,593 | 48% | 12,500,000 | 11.6% |
| 1972-73 Actual | 21,778 | (8.3%) | 10,611,384 | (15.1%) |
| 1973-74 Actual | 23,891 | 8.8% | 15,050,640 | 41.8% |
| 1974-75 Actual | 21,405 | (11.6%) | 17,500,000 | 13.9% |

*Records kept for only a partial year.

The dollar amount of purchase orders issued is not necessarily indicative of the work load or output. It is often more time consuming to research, write specifications, and process bids on a \$600 item than one costing \$6,000.

V. PROJECTED BUDGET, FTE, AND WORK LOAD STATISTICS (Purchasing Only)

A. Projected Cost of Operations and FTE

| | <u>Amount</u> | <u>% of Change</u> | <u>FTE</u> | <u>% of Change</u> |
|---------|---------------|--------------------|------------|--------------------|
| 1975-76 | 241,842 | 10.2% | 15 | (6%) |
| 1976-77 | 222,172 | 5% | 15 | -- |
| 1977-78 | 244,389 | 10% | 16 | 6% |
| 1978-79 | 268,827 | 10% | 17 | 5.9% |
| 1979-80 | 295,709 | 10% | 17 | -- |

B. Projected Work Load Indicators (Purchasing Only)

| | <u>Number of Purchase Orders</u> | <u>% of Change</u> | <u>Dollar Amount</u> | <u>% of Change</u> |
|---------|--------------------------------------|------------------------|----------------------|------------------------|
| 1975-76 | 23,000 | 6.9% | \$18,000,000 | 2.7 |
| 1976-77 | 24,000 | 4.1% | 20,000,000 | 10 |
| 1977-78 | 24,500 | 2.0% | 20,200,000 | |
| 1978-79 | 24,000 | (2.0%)* | 21,000,000 | 3.8 |
| 1979-80 | 23,000 | (4.2%)* | 21,500,000 | 2.3 |

*It is believed that due to an increased number of standardized items, additional "volume" purchasing and more state contracts, the number of purchase orders issued can be reduced.

C. Purchase Order Unit Product Costs

| | | |
|--------------------------------------|---|-----------|
| <u>1973-74</u> | Purchase Orders Issued | 23,891 |
| | Cost for Production of Purchase Orders | \$119,704 |
| | 119,704 - 23,891 = \$5.0104 Cost for each purchase order. | |
| <u>1974-75</u> <u>(Estimated)</u> | Purchase Orders Issued | 23,309 |
| | Cost for Production of Purchase Orders | \$128,559 |
| | 128,559 - 23,309 = \$5.52 Cost for each purchase order. | |
| <u>1975-76</u> <u>(Estimated)</u> | Purchase Orders Issued | 24,000 |
| | Cost for Production of Purchase Orders | \$130,611 |
| | 130,611 - 24,000 = \$5.4421 Cost for each purchase order. | |

VI. LONG RANGE OBJECTIVES AND YEARLY PLAN

A. Objectives During the Next Five Years Will Be

1. To make a feasibility study to determine if purchase for those institutions at the Auraria Higher Education Center should have all purchasing accomplished by the Division. Target date for completion: July 1, 1976 - Assistance from the Management Services Division will be needed.
2. To develop a State-wide vendor list to ensure maximum competition and to ensure all interested parties are provided an equal opportunity to complete. Target date for completion: July 1, 1976. The target date can only be met if assistance is received from the Division of ADP.
3. To develop a system of increasing the utilization of State surplus property. Target date: September 1, 1975. Assistance needed from the Division of Management Services.
4. To develop an ADP system for writing specifications, promulgating bids and writing purchase orders. Completion date is dependent upon funding to the Division of ADP. Estimated date: July 1, 1978

5. To provide increased assistance to the Division of Local Government to increase usage of the Division of Purchasing by political subdivisions. Target date: July 1, 1976
6. To have a feasibility study completed to determine if we should have an "in-house" office machine repair facility. Target date is dependent upon response from the Division of Management Services. A request for this study has been made.
7. To provide a training program for supply officers having inventory control responsibilities. Target date for completion: June 30, 1976
8. To develop an affirmative action plan that will not impede the functions of the Division, but will ensure we contract only with firms meeting the requirements of the State Plan now being formulated. Target date: November 1, 1975.

B. Year Plan

1. 1975-76

- a. To increase utilization of State surplus property. Target date: November 1, 1975.
- b. To develop computerized vendor list. Target date: June 30, 1976
- c. To provide increased assistance to political subdivisions purchasing program. Target date: June 30, 1976.
- d. To implement affirmative action program. Target date: October 1, 1975
- e. To provide training program for supply officers regarding inventory control. Target date: January 1, 1976

2. 1976-77

- a. To complete office machine maintenance study. Target date: June 30, 1977
- b. To complete study regarding combining Denver area purchasing offices within the Division. Target date: July 1, 1976

3. 1977-78

- a. To have an ADP system developed for preparing bid lists: Target date: July 1, 1977

4. 1978-79

- a. To have an ADP system (CRT) located in the Division of Purchasing to provide complete purchasing data. Target date: July 1, 1978
- b. To have ADP computer data bank of all standardized specifications. Target date: June 30, 1979.

5. 1979-80

- a. To have a complete ADP system in the Division of Purchasing, with a printer to: a) send out bids; b) retrieve specifications; c) write purchase orders; d) retrieve information. Target date: July 1, 1980

VII. COST BENEFIT OF PLANNED ACTIONS

The cost benefits from our improved business methods, cost reduction programs and increased control over Group II Agencies/Institutions are difficult to predict. Purchasing still remains a service organization, reacting to the needs of State government. The Division of Purchasing will continue in a leadership role in establishing cost avoidance programs. Our work is directly related to new programs initiated, as well as to the funding level provided various State functions.

Modern purchasing methods now utilized and also followed in past years by the Division of Purchasing saves many millions of dollars. The new programs commenced certainly add to this savings. It is estimated that a minimum of \$500,000 can be saved during each of the next two years, and if State growth is continued, \$2,000,000 will be saved per year after the first two-year period.

VIII. NEED FOR LEGISLATION

The American Bar Association, with assistance from the Law Enforcement Assistance Act and the National Association of State Purchasing Officials, is in the process of drafting a model state purchasing law. Until this study is complete we prefer not to recommend any interim legislative changes. Minor housekeeping changes may be required.

IX. CONSULTING NEEDS

- A. Assistance from the Management Services Division will be required to study:
 1. Office machine maintenance.
 2. Combining the purchasing functions of several agencies/institutions in the Denver area.
 3. Assistance in developing a State-wide master plan for purchasing.

X. ORGANIZATION CHART

A. Organization Chart Attached

B. FTE Assigned to the Division of Purchasing

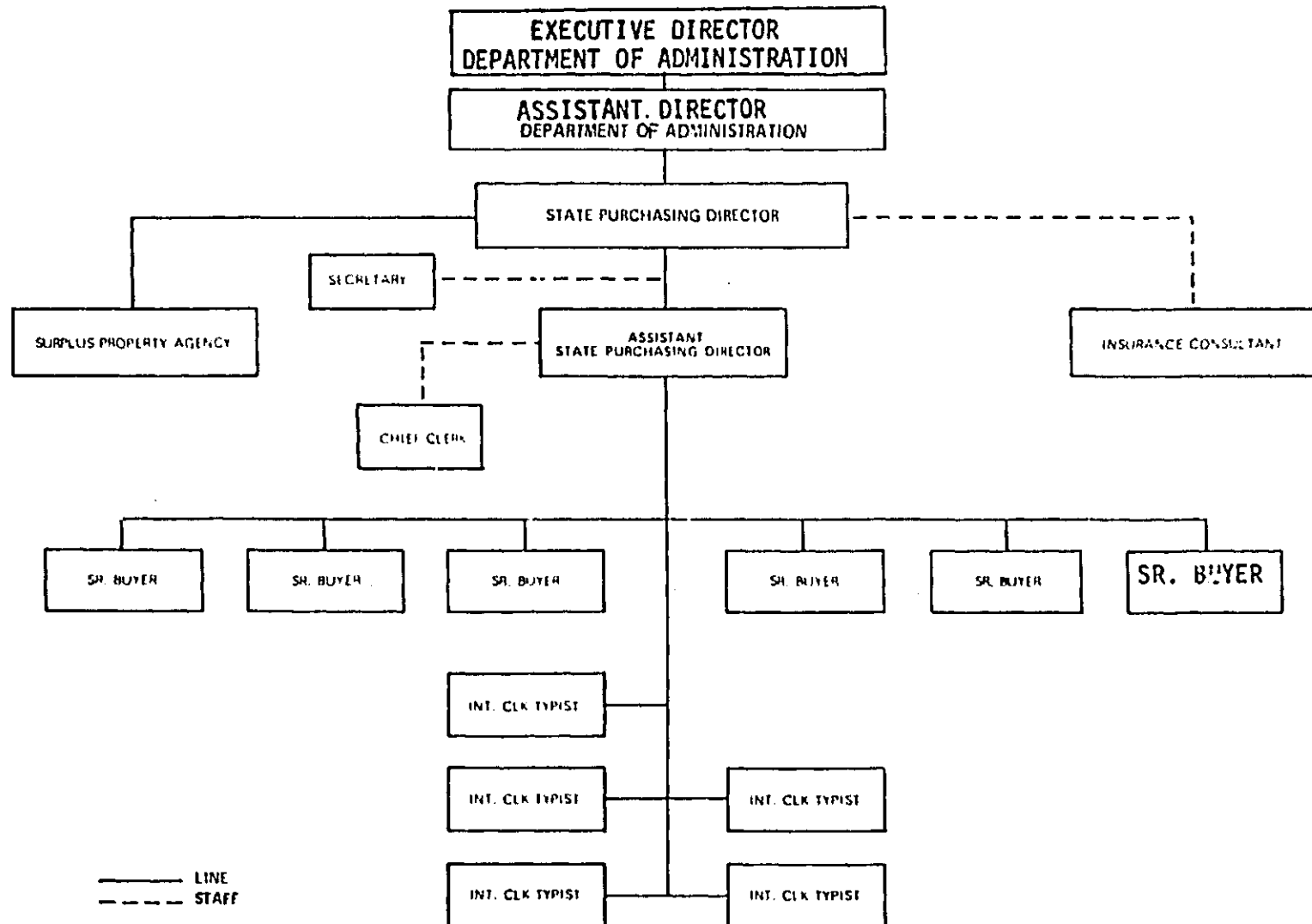
| <u>Grade and Step</u> | <u>Position Title</u> | <u>Name</u> |
|-----------------------|---------------------------------|------------------|
| 74-5 | State Purchasing Director | E. R. Roon |
| 62-3 | Asst. State Purchasing Director | Leo Perelman |
| 50-7 | Senior Buyer | George Hodson |
| 50-6 | Senior Buyer | John Chavez |
| 50-6 | Senior Buyer | Gene Brant |
| 50-6 | Senior Buyer | Barbara Pechar |
| 50-5 | Senior Buyer | John Bruner |
| 50-2 | Senior Buyer | Wm. Jefferson |
| 39-6 | Chief Administrative Clerk | Bettie Luxford |
| 33-6 | Secretary I-B | Cherie Shatto |
| 19-6 | Typist B | Margaret Nesbit |
| 19-6 | Typist B | Anna Horner |
| 19-5 | Typist B | Mary Tuell |
| 19-1 | Typist B | Rosemary McManis |
| 19-1 | Typist B | Joyce Stephan |

NOTE: 1) Grades are projected as to what is expected as of September 1, 1975.

2) The Surplus Property Agency, a cash funded organization, is under the control of the Division of Purchasing. An organization chart for this agency is included herein.

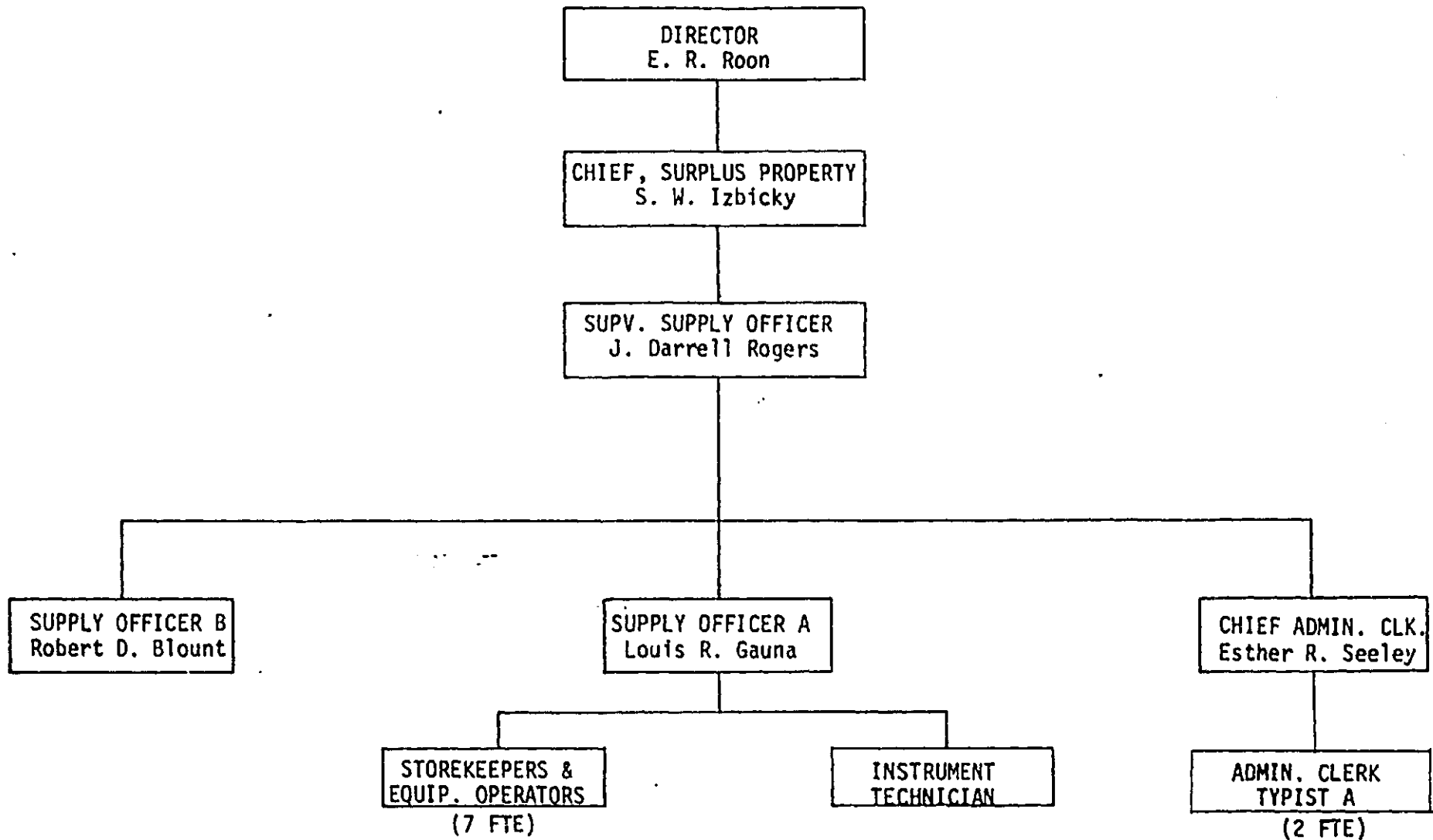


DIVISION OF PURCHASING
Organization Chart

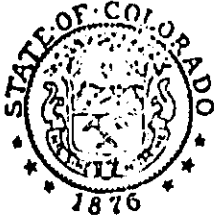


COLORADO SURPLUS PROPERTY AGENCY

10/1/75



Each position block represents one FTE unless otherwise noted.



CAPITOL BUILDINGS SECTION

DEPARTMENT OF ADMINISTRATION

712 State Services Building 1625 Sherman Street Denver, Colorado 80203

RICHARD D. LAMM
Governor

August 29, 1975

William H. Scott
Buildings Manager

John R. Kennedy
Acting Director

Mr. John Lay
Executive Director
Department of Administration
724 State Services Building

Dear Mr. Lay:

You will find attached the Long Range Plan for Capitol Buildings Section for the period covering the present fiscal year (75-76) and projections of plans into 1980. The Plan also includes data of actual costs for the past five year period. A primary consideration of the Plan is maintaining historical buildings, providing for the safety and health of the Legislators, all employees and the numerous visitors we have each year.

Also incorporated in the Plan are data pertinent to the inflationary escalation costs of general operating expenses as well as utility costs.

Consideration has also been given to the inclusion and operation of the three new buildings which will be brought into the Complex during the projected period.

Reference and explanation of a necessary supplemental appropriation to cover current fiscal year shortages for operating expenses and rental deficiencies is also included.

Future Capital Construction projects are included in this Plan. Capital Construction projects are listed according to priority based on need.

Should you have any questions on this Plan, please do not hesitate to call on me.

Yours truly,

William H. Scott
William H. Scott
Buildings & Grounds Manager

cc: John R. Kennedy

DEPARTMENT OF ADMINISTRATION
CAPITOL BUILDINGS SECTION
LONG-RANGE PLAN
June, 1975

I. STATUTORY AUTHORITY:

Capitol Buildings Section of the Department of Administration is given authority to operate by Title 24-30-102 (1) (g) C.R.S. 1973 (Senate Bill No. 163 enacted by the 50th General Assembly of the State of Colorado. The provision of maintenance and other related services to all buildings and grounds in the Capitol Buildings group is also included in this authority.

II. KEY DIVISIONAL GOALS:

1. Strive for continued improvement through efficient management for the safety, care and comfort of the public and occupants of the Capitol Complex.
2. Attempt to increase reductions in energy consumed wherever it does not interfere with the safety and well being of the occupants and public using Capitol Buildings.
3. Continue to improve custodial and security services by up-dating methods and techniques in these areas.
4. Maintain and improve the appearance of the Capitol grounds (within budgetary limits) through a continuous grounds maintenance program.

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS:

A. Historical Overview

The functions of the Capitol Buildings Section of the Department of Administration is to manage and operate a major group of buildings called the "Capitol Complex". These buildings provide housing for many agencies of State government that are located at the Capitol. The work connected with the operation and management of the Capitol Complex includes housekeeping, groundskeeping, and maintenance related to heating, lighting, air conditioning, mechanical and electrical facilities. In addition, Capitol guides, security, elevator service, space allocation, and rental management are a part of the total operation. Services are provided to all three branches of Colorado government, with a population of approximately 4,000 employees housed in 15 separate buildings surrounded by 25 acres of grounds. This is a year-around operation, 24 hours a day.

Five years ago, the gross building area managed by the Capitol Buildings Section was 834,666 square feet. The gross area currently managed is 1,166,494 square feet. This indicates a 40% growth experienced over the past four years. Over this same period FTE cost increased 37%.

Responsibility for the management of leased property involves collecting and paying rents, maintenance of all lights and general security. Examples of leased property under management include the Columbine Building located at 1845 Sherman Street, the Daly Building, and space located at 2855 Tremont Place.

In addition to buildings and grounds, the Capitol Buildings Section maintains five parking lots and two parking structures with a capacity of approximately 700 cars.

B. Accomplishments

In 1973 an Executive Order was issued which required a reduction in energy consumed. This order was complied with, resulting in a reduction of 8.6% in the quantity of steam used, a reduction of 13% in electrical energy used, and gas consumption was reduced by 6.8%. These reductions were accomplished in spite of an extremely severe winter.

The tree care program has progressed according to plan. A well rounded spraying and feeding program is now in effect and tree replacement is going well. Fifty one trees have been planted on the Capitol grounds and at the Executive Mansion.

Several agency moves were accomplished during the past year. The Secretary of State's operations were moved from the Capitol Building to the Daly Building. The acquisition of the HCR Building freed approximately 40,000 square feet of space in the Capitol Complex and by moving the Division of Automated Data Processing to the HCR Building some 8,000 additional square feet have been made available for use in the Capitol Building.

In January 1975 all parking fees collections were placed on payroll deduction.

A "work-order" program has been implemented in the maintenance section. This will assist in managing time spent and materials used on various jobs.

V. HISTORICAL BUDGET, FTE, WORKLOAD STATISTICS, AND UNIT COSTS:

A. Cost of operations

| <u>Year</u> | <u>General Fund</u> <u>Amount</u> | <u>% Change</u> | <u>Cash Fund</u> | <u>% Change</u> |
|--------------|--------------------------------------|---------------------|------------------|-----------------|
| 70-71 Actual | 1,273,771 | N/A | | |
| 71-72 Actual | 1,330,375 | 4.4 % | | |
| 72-73 Actual | 1,419,232 | 6.7 % | | |
| 73-74 Actual | 1,657,179 | 16.8 % ¹ | **230,299 | |
| 74-75 Actual | 1,827,274 | 10.3 % ² | **265,398 | 15.2% |

1 Increase was due to utilities and operating expenses for 1370 and 1344 Broadway. Part of this space was occupied in early 1972 and was fully occupied in 73-74. There was an increase from \$99,252 to \$183,250 in general funds building rents.

** This is rent paid by Cash Funded agencies for leased space, example - Columbine and Daly Buildings.

2 The old HCR Building was purchased in the early part of 1974. There were some increases estimated for 1974 for operating expenses.

| <u>B. FTE's</u> | <u>FTE's</u> | <u>% Change</u> |
|-----------------|--------------|-----------------|
| 70-71 Actual | 133.0 | --- |
| 71-72 Actual | 131.9 | (.8%) |
| 72-73 Actual | *1 134.0 | 1.5% |
| 73-74 Actual | 135.8 | 1.3% |
| 74-75 Actual | *2 140.2 | 3 % |

*1 One painter position was authorized.

*2 The variance in FTE's is due to the turnover of janitors and watchmen and the difficulty experienced in recruiting.

C. Workload indicators and unit costs.

Capitol Buildings Section workload indicator for operating expenses is annual cost per square foot for gross area. This, in our opinion, is the best way to measure utilities and maintenance costs.

Unit cost for personal services is total position cost and unit cost per square foot area. This Section is a service agency to all of the departments in the Complex. Custodial, building and grounds maintenance, security and guide services can be best measured by gross area per square foot.

Operating Expenses and Unit Cost Summaries shown on pages five and six.

V. PROJECTED BUDGET, FTE, WORKLOAD AND UNIT COSTS

A. Projected cost of operations.

| <u>Year</u> | <u>General Fund</u> | <u>% Change</u> | <u>Cash Fund</u> | <u>% Change</u> |
|-------------|---------------------|-----------------|------------------|-----------------|
| 75-76 | 2,132,322 1) | 16.7 | 245,999 | 7.9% |
| 76-77 | 2,648,312 2) | 24.2 | 272,383 | 10.7% |
| 77-78 | 2,989,122 3) | 12.9 | 272,383 | |
| 78-79 | 3,110,142 | 4.0 | 272,383 | |
| 79-80 | 3,247,002 | 4.4 | 272,383 | |

1.) This figure exceeds the spending authority and/or the appropriation for the following reasons:

- A. Personal Services: Costs attendant to personal services other than direct salaries, e.g., salary act, shift differential, merit increases, classification study increases and health insurance; totaling \$191,729.
- B. Operating Expenses: In FY 74-75 this Division's operating expenses were \$432,170. This years' appropriation was \$393,150 resulting in a shortage of \$39,020 assuming no increase in utilities, supplies, contractual agreements, etc.
- C. Building Rents: Due to an aggregate shortage of \$46,392 (a combination of general fund request reductions and a spending authority beyond collectables) plus \$17,577 that must be "charged" as a general fund shortage since it is uncollectable, a gross general fund shortage of \$63,969 in building rental obligations presently exists in this Division.

- 2.) In July of FY 76/77 Building "A" is scheduled for completion, adding some 207,070 gross square feet. Utilities and operating expenses are estimated to be \$409,296. A portion of this amount (\$156,185) represents the cost of utilities for both Building "A" and Judicial/Heritage Center. Judicial/Heritage Center will require steam and electricity beginning in October, 1976. The cost for personal services for Building "A" are estimated to be \$194,894. Required FTE's are estimated at 23.8. Capitol Outlay for Building "A" will be \$15,000 for janitorial and maintenance equipment (such as floor machines, vacuums, safety equipment such as fire extinguishers).

2.) Also, included in the above figures is a 10% increase to allow for inflation and contingencies.

3.) The Judicial/Heritage Center will be complete in July, 1977 adding some 222,632 gross square feet. Personnel for the maintenance and security of these two building are estimated to be 25.6 FTE's at a cost of \$201,413. Utilities costs for operating these occupied buildings will be additional. Equipment costs required for operation of this Center are estimated to be \$15,000 in Capital Outlay. There is a 5% increase added to the years total operating expenses for inflation and contingencies.

B.

| <u>Year</u> | | <u>FTE's</u> | <u>% Change</u> |
|-------------|----|--------------|-----------------|
| 75-76 | | 140.2 | 0 |
| 76-77 | *1 | 164.0 | 16.9% |
| 77-78 | *2 | 189.6 | 15.6% |
| 78-79 | | 191.4 | 1. % |
| 79-80 | | 193.3 | 1. % |

*1 Building "A" will be completed July 1976. The necessary personnel for the maintenance and security of this building will take 23.8 FTE's.

*2 Judicial/Heritage Center will be completed July 1977. The necessary personnel for the maintenance and security of the two buildings will take 25.6 FTE's.

Operating Expenses and Unit Cost Summaries shown on pages 5 and 6.

Workload in Unit Cost Per Sq. Ft. Gross Area

| | <u>Actual 70-71</u> | | | <u>Actual 71-72</u> | | | <u>Actual 72-73</u> | | | <u>Actual 73-74</u> | | | <u>Actual 74-75</u> | | |
|----------------|-------------------------|-----------------------|---|-------------------------|-----------------------|---|-------------------------|-----------------------|---|-------------------------|-----------------------|---|-------------------------|-----------------------|---|
| | % of Total | Total Pos. Cost | Unit Cost Per Sq. Ft. Gross Area | % of Total | Total Pos. Cost | Unit Cost Per Sq. Ft. Gross Area | % of Total | Total Pos. Cost | Unit Cost Per Sq. Ft. Gross Area | % of Total | Total Pos. Cost | Unit Cost Per Sq. Ft. Gross Area | % of Total | Total Pos. Cost | Unit Cost Per Sq. Ft. Gross Area |
| | | 1,097,301 | | | 1,159,481 | | | 1,154,005 | | | 1,154,005 | | | 1,154,005 | |
| General Admin. | 8.25 | 71,988 | .06560 | 8.45 | 76,320 | .06582 | 7.72 | 75,838 | .06571 | 7.13 | 76,933 | .06666 | 6.74 | 81,290 | .07044 |
| General Serv. | 31.57 | 275,336 | .025092 | 26.22 | 236,577 | .020403 | 25.78 | 253,232 | .021943 | 25.64 | 276,583 | .023967 | 25.77 | 310,629 | .026917 |
| Cust. Serv. | 38.83 | 388,520 | .30850 | 42.58 | 384,249 | .33139 | 44.26 | 434,655 | .37664 | 44.95 | 484,818 | .42011 | 46.30 | 558,076 | .48360 |
| Mech. & Maint. | 21.35 | 186,158 | .16965 | 22.73 | 205,083 | .17687 | 22.31 | 219,185 | .18993 | 22.26 | 240,104 | .20806 | 21.19 | 255,372 | .22129 |
| Total | | 872,002 | | | 902,224 | | | 982,910 | | | 1,078,439 | | | 1,205,367 | |

| | <u>75-76</u> | | | <u>76-77</u> | | | <u>77-78</u> | | | <u>78-79</u> | | | <u>79-80</u> | | |
|----------------|------------------|-----------------------|---|------------------|-----------------------|---|------------------|-----------------------|---|------------------|-----------------------|---|------------------|-----------------------|---|
| | % of Total | Total Pos. Cost | Unit Cost Per Sq. Ft. Gross Area | % of Total | Total Pos. Cost | Unit Cost Per Sq. Ft. Gross Area | % of Total | Total Pos. Cost | Unit Cost Per Sq. Ft. Gross Area | % of Total | Total Pos. Cost | Unit Cost Per Sq. Ft. Gross Area | % of Total | Total Pos. Cost | Unit Cost Per Sq. Ft. Gross Area |
| | | 1,166,494 | | | 1,373,564 | | | 1,596,196 | | | 1,596,196 | | | 1,596,196 | |
| General Admin. | 6.69 | 90,774 | .07782 | 6.21 | 102,383 | .07453 | 5.49 | 107,502 | .06735 | 5.48 | 112,877 | .07071 | 5.48 | 118,521 | .07425 |
| General Serv. | 28.02 | 379,735 | .02554 | 26.70 | 440,416 | .02064 | 27.56 | 540,003 | .033831 | 27.55 | 562,003 | .035522 | 27.53 | 595,353 | .037298 |
| Cust. Serv. | 43.31 | 586,955 | .50317 | 44.57 | 735,083 | .53517 | 45.67 | 894,817 | .56059 | 45.70 | 940,603 | .58928 | 45.73 | 988,678 | .61940 |
| Mech. & Maint. | 21.98 | 297,872 | .25535 | 22.52 | 371,497 | .27046 | 21.28 | 416,925 | .26119 | 21.27 | 437,771 | .27426 | 21.26 | 459,659 | .28797 |
| Total | | 1,355,336 | | | 1,649,379 | | | 1,959,247 | | | 2,058,254 | | | 2,162,211 | |

OPERATING EXPENSES

| | Actual 70-71 | | Actual 71-72 | | Actual 72-73 | | Actual 73-74 | | Actual 74-75 | |
|---|-----------------|---|-----------------|--|-----------------|--|-----------------|---|-----------------|--|
| | Annual Costs | Annual Cost Per Sq.Ft. Gross Area | Annual Costs | Annual Cost Per Sq. Ft. Gross Area | Annual Costs | Annual Cost Per Sq. Ft. Gross Area | Annual Costs | Annual Cost Per Sq.Ft. Gross Area | Annual Costs | Annual Cost Per. Sq.Ft. Gross Area |
| Gross Building Area in Square Feet | | 1,097,301 | | 1,159,481 | | 1,154,005 | | 1,154,005 | | 1,154,005 |
| Steam & Fuel Per Sq. Ft. Gross Area | 34,593 | .0315 | 36,175 | .0312 | 25,112 | .0218 | 48,522 | .0420 | 65,221 | .05651 |
| Electricity Per Sq. Ft. Gross Area | 105,654 | .0963 | 120,470 | .1039 | 134,075 | .1162 | 139,931 | .1213 | 173,807 | .15062 |
| Water Per Sq. Ft. Gross Area | 9,740 | .0089 | 11,188 | .0096 | 12,430 | .0107 | 11,130 | .0096 | 13,817 | .01197 |
| Total Utilities Per Sq. Ft. Gross Area | 149,992 | .1367 | 167,833 | .1447 | 171,617 | .1487 | 199,583 | .1729 | 252,851 | .21910 |
| Admin. & Gen. Per Sq. Ft. Gross Area | 20,595 | .0188 | 24,122 | .0208 | 18,668 | .0162 | 15,026 | .0130 | 14,521 | .01258 |
| Janitorial Serv. Per Sq. Ft. Gross Area | 27,547 | .0251 | 32,639 | .0282 | 35,975 | .0312 | 30,874 | .0268 | 29,635 | .02568 |
| Maint. of Bldgs. Per Sq. Ft. Gross Area | 39,055 | .0355 | 33,161 | .0286 | 17,900 | .0155 | 109,967 | .0953 | 9,614 | .00834 |
| Maint. of Equip. Per Sq. Ft. Gross Area | 25,764 | .0690 | 69,916 | .0603 | 86,710 | .0751 | 13,416 | .0116 | 125,549 | .10879 |
| Total | 312,948 | .2851 | 327,671 | .2826 | 330,870 | .2867 | 368,866 | .3196 | 432,170 | .37449 |
| Capital Outlay Per Sq. Ft. Gross Area | 18,576 | .0030 | 4,668 | .0040 | | | 7,042 | .00610 | 8,313 | .00720 |
| Building Rent | 58,400 | | 80,850 | | 99,252 | | 183,250 | | 173,748 | |
| Tree Care | 11,845 | | 14,961 | | 6,200 | | 19,582 | | 7,676 | |
| Personal Serv. Per Sq. Ft. Gross Area | 872,002 | .79467 | 902,274 | .7781 | 982,910 | .8517 | 1,078,439 | .9345 | 1,205,362 | 1.0445 |
| Total | 1,273,771 | | 1,330,375 | | 1,419,232 | | 1,657,179 | | 1,827,274 | |
| | 75-76 | | 76-77 | | 77-78 | | 78-79 | | 79-80 | |
| | Annual Costs | Annual Cost Per Sq.Ft. Gross Area | Annual Costs | Annual Cost Per Sq. Ft. Gross Area | Annual Cost | Annual Cost Per Sq.Ft. Gross Area | Annual Cost | Annual Cost Per Sq.Ft. Gross Area | Annual Cost | Annual Cost Per Sq.Ft. Gross Area |
| | | 1,166,494 | | 1,373,564 | | 1,596,196 | | 1,596,196 | | 1,596,196 |
| Steam & Fuel Per Sq. Ft. Gross Area | 68,488 | .05871 | 89,053 | .06483 | 93,652 | .05867 | 98,274 | .06157 | 103,329 | .06473 |
| Electricity Per Sq. Ft. Gross Area | 182,497 | .15645 | 343,707 | .25023 | 361,333 | .22637 | 378,959 | .01461 | 396,585 | .24846 |
| Water Per Sq. Ft. Gross Area | 14,508 | .01243 | 19,946 | .01453 | 20,523 | .01286 | 21,130 | .01324 | 21,737 | .01357 |
| Total Utilities Per Sq. Ft. Gross Area | 265,493 | .22759 | 452,716 | .32959 | 475,508 | .29790 | 498,363 | .31222 | 521,651 | .32681 |
| Admin. & Gen. Per Sq. Ft. Gross Area | 14,521 | .01245 | 15,247 | .01110 | 15,408 | .00965 | 16,178 | .01014 | 16,986 | .01064 |
| Janitorial Serv. Per Sq. Ft. Gross Area | 29,635 | .02541 | 31,117 | .02265 | 32,673 | .02047 | 34,307 | .02149 | 36,022 | .02257 |
| Maint. of Bldgs. Per Sq. Ft. Gross Area | 9,614 | .00824 | 10,095 | .00735 | 10,600 | .00664 | 11,130 | .00697 | 11,687 | .00732 |
| Maint. of Equip. Per Sq. Ft. Gross Area | 112,907 | .09679 | 118,552 | .08631 | 124,480 | .07799 | 130,704 | .08188 | 137,239 | .08598 |
| Total | 432,170 | .37048 | 627,727 | .4570 | 658,669 | .41265 | 690,682 | .43270 | 723,585 | .45331 |
| Capital Outlay Per Sq. Ft. Gross Area | 5,000 | .00428 | 15,000 | .01092 | 15,000 | | 5,000 | .00313 | 5,000 | .00313 |
| Building Rents | 327,816 | | 344,206 | | 344,205 | .00939 | 344,205 | | 344,206 | |
| Tree Care | 12,000 | | 12,000 | | 12,000 | | 12,000 | | 12,000 | |
| Personal Serv. Per Sq. Ft. Gross Area | 1,355,336 | 1.16188 | 1,649,379 | 1.20080 | 1,959,247 | 1.22744 | 2,058,254 | 1.28947 | 2,162,211 | 1.35460 |
| Total | 2,132,322 | | 2,648,312 | | 2,989,122 | | 3,110,142 | | 3,247,002 | |

VI. LONG RANGE OBJECTIVES AND YEARLY PLANS:

A. Objectives during the next five years will be to:

1. Capitol Buildings Section is developing a paper recycling program.
2. Convert the tree care program to a grounds and tree care program for the Capitol Complex and the Governor's Mansion.
3. Add personnel necessary for the maintenance of Building "A".
4. Add personnel necessary for the maintenance of the Judicial/Heritage Center.
5. Continue the controlled maintenance program.
6. In the Capitol Building we propose to do the following: Paint interiors of all public areas on all floors including the Rotunda and Dome; re-finish and paint all exterior window trim; refurbish all entrances and balcony levels; repair marble on all floors; repair sidewalks where broken and damaged and unsafe for public use; releaf or regild the Dome; repair trim and paint exterior of lower balcony. A Capital Construction Project.
7. Convert the two elevators in the State Capitol Building to automatically operated elevators. A Capital Construction Project.
8. Bring all elevators in the Capitol Complex up to emergency service requirements. A Capital Construction Project.
9. Convert the existing antiquated hard wire system in the Capitol Complex to an automated monitoring system. A Capital Construction Project.
10. Install airconditioning in the State Office Building, where temperatures of over 92 degrees often occur during summer months. A Capital Construction Project.
11. Refurbish and utilize the Museum Building. A Capital Construction Project.

B. Yearly Plans:

1. 1975-76

- a. In order to have sufficient money for FY 75-76 we will cut down on all spending. Some departments will have to "foot the bill" for jobs we have done for them in the past. After the first quarter, we should be able to tell if we can make it through the year without a supplemental.

- b. Recycling reduces energy consumption. Making paper from paper rather than wood, requires 60% less energy. It takes about 17 trees to make a ton of paper. Recycling extends our forest resources. We will start a program early in 75-76. The State can make up to \$50 per ton, but the critical saving is in energy consumption.
- c. All contractual awards will be reviewed and cut down, e.g., window washings from four to two times per year, or awards that call for three or four inspections may well be cut to two or three for the same price so that we can stay within the budget.
- d. The tree program was cut \$10,000 in FY 75-76. Some planting of trees will be curtailed, but there will be a well rounded spraying program. There is money left that is available for emergency trimming and tree removal.
- e. We will change to paper towels in FY 75-76 if the cost savings of approximately \$100 per month holds up over the cost of contractual linen service. We have tried paper towels in one major building and will make the change in other buildings soon.
- f. Capitol Buildings will have to find space in the Complex for some agency or part of an agency that is in the Columbine Building or Daly Building. A lease will have to be broken to make up over \$38,000 that was reduced in the budget for all rents and leases. Six months notice will have to be given, so action will have to be taken soon.
- g. There are three major buildings that will be relamped in the early part of FY 75-76; \$7,000 was provided for the replacement of fluorescent tubes and this is one of the contractual awards that was extended one year longer in order to reduce costs.
- h. In 75-76 there will be workshops to discuss in detail recommendations for reducing energy consumption on heating and air-conditioning systems.
- i. There will be negotiations with Public Service Company to discuss steam service and electric for Building "A" and Judicial/Heritage Center.
- j. We have a controlled maintenance program. Some projects may not be done this year, but will be put off until next year, this is sometimes done in emergency situations. Controlled maintenance requests for FY 75-76 are listed in order of priority.

| | |
|---|----------|
| 1. Repair Mechanical and Air-conditioning equipment (general) | \$ 9,000 |
| 2. Replace valve parts, State Services Building | 3,000 |
| 3. Replace roof (built up) Capitol Building | 12,500 |
| 4. Repair walking roof State Social Services Building | 6,000 |
| 5. Replace roof - Service Building | 9,000 |
| 6. Repair & replace sidewalk areas around Capitol Complex | 15,000 |

| | |
|--|------------------|
| 7. Repair all four balconies at Capitol Building | \$ 14,000 |
| 8. Exterior painting & repairs of Executive Mansion, Carriage and Greenhouse | 12,000 |
| 9. Replace electrical wiring system Capitol Buildings group | 4,000 |
| 10. Repair heating, venting & air-conditioning equipment in Annex | 20,000 |
| 11. Replace resilient floor tile Capitol Annex | 11,000 |
| 12. Replace window glass east, west and south sides of Annex | 14,000 |
| 13. Rehabilitate Heating System - Museum Building | 15,000 |
| | <u>\$144,500</u> |

k. Listed below are some Capital Construction projects that are necessary and should be done out of the \$150,000 allocated to Administration for refurbishing of the Capitol Building:

1. Paint all interiors on all floors and the Dome of the State Capitol Building, costing approximately \$28,500 for materials and scaffolding. Our painters will do the work.
2. Refinish and repaint of 303 windows (exteriors) located in the Capitol at a cost of approximately \$12,000.
3. Resurface outside entrances of the Capitol and balcony levels, sand blasting and caulking all joints at a cost of approximately \$8,000.
4. Repair of all cracked or broken marble located on all floors of the Capitol Building at a cost of approximately \$9,000.
5. Repair of sidewalks located in the Capitol Complex at a cost of approximately \$15,000.

2. 1976-77

- a. Building "A" will be finished in June 1976. In the FY 76-77' budget request will be the necessary personnel for the maintenance of this building.
- b. There will be contractual awards like window washers, towels, etc. The elevators that were taken off service agreements will have to be put back on this routine service.
- c. Anticipate the needs in Capital Outlay, such as ladders, fire extinguishers and needs for personnel to operate Building "A"
- d. Request sufficient money provided for continuation of the programs now in effect, i.e., tree program, lighting program.

- e. There exists a perpetual need for a controlled maintenance program, i.e., roofs in the complex; outside work like repairing walks, parking lots, major repair jobs on our "chillers" are necessary to avoid breakdowns and costly replacement.
- f. Plans for the State Capitol Building to modernize its elevator service through conversion from manually operated controls to automatically operated controls in two existing Otis elevators. The safety code requires up-dating the following:
 - 1. Special emergency service
 - 2. Emergency car lighting systems
 - 3. Top of car inspection operation

A budget figure of \$120,000 with approximately 1% per month escalation costs are estimated for all the above in this section. A Capital Construction Project.

- g. Bring all elevators up to emergency service in the Capitol Complex. Install Special Emergency Service: To provide non-stop return of elevators to the lobby or an owner designated floor during an emergency, a manual key switch, and/or smoke or heat sensing device (to be installed and maintained by others at the owner's request), properly connected to the elevator equipment, should be installed. Install Emergency Car Lighting: In the interest of safety during periods when the car lighting fails due to wiring, fuse or power difficulties, an emergency car lighting system should be installed. A budget figure of \$72,780 will be requested. A Capital Construction Project.
- h. Twelve years ago Capitol Buildings had installed a Johnson Control hardware system. This control system monitors functions such as air and steam pressures, turns equipment on/off; temperatures, etc., in the five major buildings in the Complex. This is an antiquated system. There is a need at this time, with Building "A" and Judicial/Heritage Center coming into the complex to up-date this equipment. A detailed plan will be developed to establish details of the program and set goals as to how to approach the problem. This will be submitted in a Capital Construction Project.
- i. Releafing of the Capitol Dome at an approximate cost of \$75,000 to \$100,000. Also repair trim and paint exterior of the Dome down to the lower balcony. A Capital Construction Project.
- j. Air-conditioning is definitely needed in the State Office Building at a cost of \$800,000. Due to complaints received every summer, we investigated temperature conditions and have records showing average daily temperatures of 92 degrees during the test period; a temperature this high creates most unbearable working conditions. These recordings were not just made during the hottest part of the summer, but during a one-week period early in August; this adversely effects productivity.

Refrigeration to accomplish this project is not needed, this would be supplied from the Capitol Complex chilled water distribution system that passes through this building. A Capital Construction Project.

3. 1977-78

- a. The Judicial/Heritage Center is scheduled to be finished in the latter part of 1977. The FY 77-78 budget will contain the necessary personnel, Capital Outlay and contractual awards requests for the maintenance of this building.
- b. When we reach the point where our contractual expenses exceed the cost of hiring our own people to do the same work, we will replace contractual help with State employees.
- c. Request moneys for continuation of all maintenance programs that are in effect.
- d. The lot next to Building "A" will convert from construction headquarters to parking and the building where Archives is now located will be demolished and a parking structure will take its place.
- e. Moving into the Judicial/Heritage Center will make available approximately 150,000 more square feet. Some of our rented or leased space could be reduced as agencies moved into Center space.

4. FY 78-79

- a. The future status of the existing Museum Building is unknown and it will take some major changes to make the building workable for office space, if that is to be its purpose.
- b. Serious consideration should be given toward purchasing the Capitol Mortuaries Property.
- c. Request moneys for continuation of all maintenance programs that are in effect.
- d. There must be sufficient funds provided for continuation of the programs not funded through Capital Construction.

5. FY 79-80

This unit will continue to provide basic maintenance care for the Capitol Complex buildings as well as increasing the beautification of the grounds. We will provide for service to new construction when it is completed.

We anticipate that the complex will develop in proportion to growth of service demands upon the seat of government. We will have to develop with this demand. However, our requests for additional funding and FTE will be as prudent in the future as in the past.

V. Projected Budget, FTE, Workload Statistics, and Unit Costs

A. Projected cost of Operations and FTE (Revolving Fund)

| | <u>Amount</u> | <u>% Increase</u> | <u>FTE</u> | <u>% Increase</u> |
|---------|---------------|-------------------|------------|-------------------|
| 1975-76 | ④ 2,200,000 | 570% | 80 | 1 ① |
| 1976-77 | 2,640,000 | 20 | 84 | 27 |
| 1977-78 | 3,168,000 | 20 | 89 | 27 |
| 1978-79 | 3,801,600 | 20 | 95 | 51 |
| 1979-80 | 4,561,920 | 20 | 103 | 100 |

B. Workload Indicators ⑦

| | <u>Motor Pool ⑥</u> | | | <u>Reproduction</u> | | |
|---------|---------------------|----------------------|-------------------|---------------------|----------------------|--------------------|
| | <u>Mileage</u> | <u>% of Increase</u> | <u>Cost/ Mile</u> | <u>Sheets</u> | <u>% of Increase</u> | <u>Cost/ Sheet</u> |
| 1975-76 | 614,875 | 10% | .19 | ② 63,000,000 | 250% | .011 |
| 1976-77 | 676,363 | 10% | .23 | 69,000,000 | 10% | .012 |
| 1977-78 | 744,000 | 10% | .27 | 76,000,000 | 10% | .013 |
| 1978-79 | 818,400 | 10% | .30 | 84,000,000 | 10% | .015 |
| 1979-80 | 900,240 | 10% | .33 | 92,000,000 | 10% | .016 |

| | <u>Stores</u> | | | <u>Mail-Messenger</u> | | |
|---------|----------------|-------------------|-------------------------|-----------------------|-------------------|-------------------------------|
| | <u>Dollars</u> | <u>% of Incr.</u> | <u>Cost/\$ of Sales</u> | <u>Postage</u> | <u>% of Incr.</u> | <u>Cost/Dollar of Postage</u> |
| 1975-76 | ② 266,000 | ③ 75% | .150 | \$1,760,000 | 593% | .10 |
| 1976-77 | 420,000 | 58% | .105 | 2,112,000 | 20% | .10 |
| 1977-78 | 504,000 | 20% | .118 | 2,534,000 | 20% | .10 |
| 1978-79 | 605,000 | 20% | .108 | 3,041,280 | 20% | .10 |
| 1979-80 | 726,000 | 20% | .100 | 3,649,536 | 20% | .10 |

| | <u>Copiers</u> | | | <u>Graphics</u> | | |
|---------|----------------|-------------------|--------------------|-------------------------|-------------------|----------------------|
| | <u>Sheets</u> | <u>% of Incr.</u> | <u>Cost/ Sheet</u> | <u>Artwork Projects</u> | <u>% of Incr.</u> | <u>Cost/ Project</u> |
| 1975-76 | ⑤ 14,000,000 | (18%) | .027 | ② 2030 | 250% | 44.30 |
| 1976-77 | 14,000,000 | -- | .030 | 2233 | 10% | 44.30 |
| 1977-78 | 14,520,000 | 3.7% | .033 | 2456 | 10% | 44.30 |
| 1978-79 | 15,972,000 | 10% | .036 | 2702 | 10% | 44.30 |
| 1979-80 | 17,569,200 | 10% | .040 | 2972 | 10% | 44.30 |

① Additional FTE's for Automobile Study Implementation which includes controlling all State automobiles and performing in-house maintenance.

② Large increases in workload indicators is due to Centralized Print Shops, Copier Control, Mail Messenger Services etc.

③ Assumes Stores begins operation as part of the Revolving Fund as of January 1, 1976.

④ Large increases in Cost of Operations and FTE's between 1974-5 and 1975-6 are due to Centralizing service activities in Fiscal Year 1975-76. The FTE's are to be transferred from various agencies to the Division of Central Services.

⑤ Copier Volume decreased in 1975-6 from previous years due to switching long run volume produced on copiers to Offset Presses.

⑥ Include all Costs e.g. Depreciation, Insurance and Administrative not considered in prior years.

⑦ All projected figures are best estimates. No history was available for projections because of conversion from General Fund to Revolving Fund and Centralization.

⑧ Estimated growth rate considering steadily increasing need for services.

VI. LONG RANGE OBJECTIVES AND YEARLY PLANS

A. Objectives during the next five years will be to:

1. Establish a Statutory Division of Central Service, to meet the needs of State Agencies in efficient and economical ways within the resource capabilities of the State.
2. Expand reproduction and graphics facilities to provide and coordinate all types of reproduction services for the Capitol Complex and ultimately the entire state, such as Pueblo in Fiscal Year 75-76.
3. Establish Mail and Messenger service as a full service operation by providing central control and continuous service in the greater metropolitan area.
4. Provide a total stores service for items generally used by all Capitol Complex agencies.
5. Create and operate a State Transportation System in support of all state agencies.
6. Reduce the cost of State operations by establishing a state-wide forms control and design program.

B. Yearly Plans

1. 1975-76

- a. Implement the Management Services report recommendations, which require the centralized control of all services in the Capitol Complex, by January 1, 1976.
- b. Compile a Central Services Procedures Manual by March 1, 1976.
- c. Integrate the car pool program into Central Services by March 1, 1976. A costing system needs to be developed.

- d. Demonstrate increased utilization of people and equipment by July 1, 1976.
- e. Reduce outside printing by five percent from projected 1975-76 level by July 1, 1976.
- f. Reduce copier volume by 15% from the 1975-76 projected level by July 1, 1976.
- g. Reduce long runs on copiers by 15% by July 1, 1976.
- h. Increase "in-house" capabilities with regard to art work in order to reduce commercial typesetting costs by March 1, 1976.
- i. Continue to evaluate and help implement the Auto Study.
- j. Proceed with legislation to statutorily create a Division of Central Services by January 1, 1976 for the entire state.
- k. Re-examine the possibility of a centralized Computer Output Microfilm in Central Services by November 1, 1975.
- l. Develop a Master Plan for State services activities by July 1, 1976.

2. 1976-77

- a. Further streamline the various service operations through better management techniques, such as more training standards, reports, etc., by June 1, 1977.
- b. Exercise control over all service activities in the Metropolitan Denver area, which would include the Department of Highways, Department of Health, University of Colorado Medical Center, Division of Wildlife, Community College of Denver, and Metropolitan State College by July 1, 1977.

- c. Begin to gain control of all State motor vehicles by October 1, 1976.
 - d. Update the Master Plan by August 1, 1976.
3. 1977-1978
- a. Begin to exercise control over all state service activities outside the Metropolitan Denver Area, which would include the Higher Education operations, such as the University of Colorado, Colorado State University, University of Northern Colorado, using the experience at University of Southern Colorado as a model.
 - b. Obtain a building for the Denver Motor Pool operation. Central Services could be located in the same building also, by July, 1977. In accordance with the automobile study and subsequent data, it is planned for the Denver area to operate a 250-300 car motor pool. Central Services therefore would require a building in which to house administrative offices, to park 250-300 cars, service the vehicles, etc. From a management standpoint, it would be more efficient to house all Central Services in one building. An estimate of the size requirements of the building would be 120,000 square feet, at an estimated cost of \$2,000,000.
 - 3. Begin to implement the area Maintenance Centers for the care of State-owned motor vehicles by July 1, 1977.
 - d. Update the Master Plan by August 1, 1977.
4. 1978-1979
- a. Exercise full centralized control over all state service activities by July 1, 1978.
 - b. Be situated in a centralized building with facilities for housing all service personnel and operations for the Capitol Complex, as well as some segments of the Metropolitan Denver area, by January 1, 1979.

c. Continue to implement the State-wide Motor Vehicle Plan and the district maintenance program.

d. Update the Master Plan by August 1, 1978.

5. 1979-1980

a. Realize full implementation of State-wide motor vehicle control and maintenance thereof by July 1, 1980.

b. Update the Master Plan by August 1, 1979.

VII. Cost Benefit of Planned Actions*

- A. The implementation of a centralized copier control function will reduce copier growth by controlling the leasing of copiers, reducing long run volume, reducing personal copy work, fitting copier equipment to needs, monitoring pricing plans, etc. Potential savings, once fully implemented, will amount to \$154,000 per year in the Capitol Complex alone.
- B. By combining and controlling print shops and graphics in the Capitol Complex, the State should save \$178,000 per year. The savings are contingent upon full implementation of recommendations in the Management Services study dated January 6, 1975. The savings would result from increased utilization of personnel and equipment, fewer FTE's required, and reduction in outside printing and art work.
- C. Centralizing Capitol Complex storerooms into one main store will result in savings of \$91,400 per year, once the centralization and control are complete. The savings are derived from reduced inventories, fewer FTE's being required, and purchasing in standard and larger quantities.

* The above figures reflect savings in the Capitol Complex area only. Additional savings would be realized by including the entire State. The estimated savings for the entire state might amount to approximately two to three times the above figures.

- D. Centralized mail and messenger services will save the State \$100,700 per year. This centralization involves the entire Metropolitan area. The savings result from a reduction in required personnel, required vehicles, and fewer miles driven while providing increased service.
- E. Forms control and design will save the State initially approximately \$25,000 per year through standardization. Presently, all agencies design and print forms as required. The result is non-standard forms in all areas, e.g., leave forms, travel requests, long distance phone calls, etc., are currently different in each agency.
- F. If and when an in-house Computer Output Microfilm (COM) operation is justified, the State should save considerable dollars. Savings should result from the following areas:
1. Consolidation of COM volume will save \$21,000 per year.
 2. Savings resulting from putting information onto Microfilm vs. paper would amount to \$121,000.
 3. Future savings, when the State can justify its own COM unit, would amount to \$36,000/year.

VIII. Legislation

- A. The Central Services operation as planned for 1975-76 does not have statutory authority with respect to its divisional standing. In order to insure future continuity with respect to Central Services, we feel the Central Services operation should have statutory divisional authority.

IX. Consulting Needs

In the near future, we do not anticipate any need for outside consulting services. Since Management Services is assisting in the implementation of the Central Services concept, their services should be sufficient for the next year.

X. Organization Chart

A. Chart

The attached chart is the detail of the organization within the Central Services Division as it exists today.

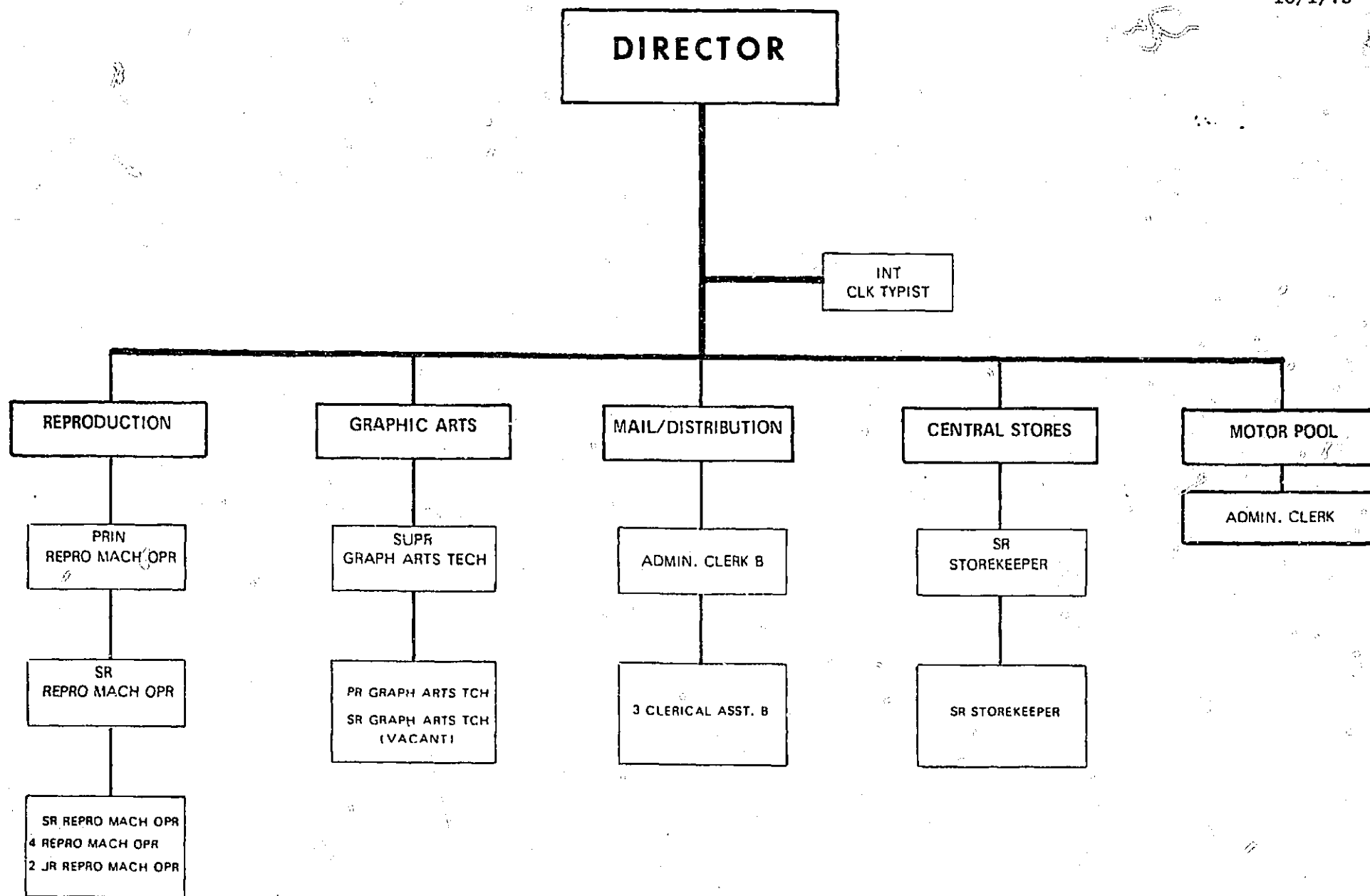
When the Central Services Division is expanded in accordance with the Management Services report's recommendations, Graphics will be a part of the Reproduction Section and a Computer Output Microfilm (COM) Section will be added, reporting to the Division Director. In addition, the number of people in the various sections will increase due to centralization.

B. FTE Assigned

ORGANIZATION CHART *

CENTRAL SERVICES

10/1/75



*Each title represents one FTE unless otherwise noted.

| <u>STEP</u> | <u>POSITION TITLE</u> | <u>NAME</u> |
|-------------|----------------------------------|-------------------------|
| 68-1 | Director of Central Services | Vacant (22)** |
| 49-6 | Printing Plant Supervisor II | Robert O'Lear (22) |
| 45-7 | Associate Graphic Artist | Ayala Apolonio (22) |
| 45-4 | Printing Plant Supervisor I | Lloyd Kellems (22) |
| 40-1 | Administrative Assistant I | Vacant (Copiers) |
| 40-1 | Computer Supervisor I | Vacant |
| 39-4 | Principal Repro. Equipment Oper. | Eleanor Medina (22) |
| 39-6 | Principal Repro. Equipment Oper. | Ray Stallsworth (30)* |
| 39-4 | Principal Repro. Equipment Oper. | Vacant |
| 39-5 | Principal Graphic Artist | William Trujillo (22) |
| 37-4 | Principal Binder Equipment Oper. | Vacant |
| 33-1 | Senior Repro. Equipment Operator | Vacant |
| 33-1 | Senior Repro. Equipment Operator | Vacant |
| 33-1 | Senior Repro. Equipment Operator | Vacant |
| 33-1 | Senior Repro. Equipment Operator | Vacant |
| 33-1 | Senior Repro. Equipment Operator | Vacant |
| 33-1 | Senior Graphic Artist | Ellen Russel (30) |
| 33-2 | Senior Graphic Artist | Maceleine Ingraham (37) |
| 33-1 | Senior Graphic Artist | Vacant (22) |
| 27-7 | Reproduction Operator B | John Whitehurst (22) |
| 27-6 | Reproduction Operator B | Gordon Zobell (22) |
| 27-6 | Reproduction Operator B | Patrick Doran (22) |
| 27-6 | Reproduction Operator B | Robert Romero (22) |
| 27-6 | Repro. Equipment Operator B | Thomas Garcia (30) |

* Indicates department number in which potential transferee is presently assigned.

** Indicates current FTE's in the Department of Administration.

| | | |
|------|------------------------|----------------------|
| 27-5 | Repro. Equip. Oper. B | Joyce Pickett (36) |
| 27-6 | " " " " | David Smith (37) |
| 27-3 | " " " " | Oscar Beardsley (38) |
| 27-4 | " " " : | Paul Dickerson (38) |
| 27-2 | Graphic Artist B | David Golbert (38) |
| 27-4 | " " " | Robert Martinez (32) |
| 26-4 | Admin. Clerk | Alyce Harris (22) |
| 26-1 | Admin. Clerk | Nancy Elliott (22) |
| 26-7 | Sr. Storekeeper | Zaris Thalley (22) |
| 26-7 | Sr. Storekeeper | Howson Martin |
| 26-1 | " " | Vacant |
| 26-4 | " " | Vacant |
| 26-1 | Tab. Equip. Operator | Vacant |
| 26-1 | " " " | " |
| 26-1 | " " " | " |
| 26-1 | " " " | " |
| 25-1 | Bindery Equip. Oper. | Vacant |
| 25-2 | " " " | " |
| 25-3 | " " " | " |
| 21-1 | Jr. Repro. Mach. Oper. | Richard Montour (22) |
| 21-2 | " " " " | Marc Wilkerson (22) |
| 21-3 | " " " " | Vacant |
| 21-4 | " " " " | Vacant |
| 19-1 | Admin. Clerk A | Vacant |
| 19-1 | " " " | " |
| 15-6 | Typist B | Gloria Anderson (22) |
| 15-4 | Typist B | Vacant |

**GRADE &
STEP****POSITION TITLE****NAME**

| | | |
|------|----------------------|------------------------|
| 12-1 | Clerical Assistant B | James Lucero (22) |
| 12-2 | " " " | Richard Barifield (22) |
| 12-3 | " " " | Claude Knieff (22) |
| 12-4 | " " " | Vacant |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |
| 12-4 | " " " | " |



DEPARTMENT OF ADMINISTRATION

722 ~~XXX~~ State Services Building
Denver, Colorado 80203

~~XXXXXXXXXX~~
Governor

RICHARD D. LAMM

~~XXXXXXXXXX~~

Executive Director

JOHN I. LAY

SEPTEMBER 9, 1975

JOHN I. LAY
EXECUTIVE DIRECTOR
DEPARTMENT OF ADMINISTRATION
724 STATE SERVICES BUILDING
DENVER, COLORADO 80203

DEAR JOHN:

ATTACHED YOU WILL FIND THE LONG-RANGE PLAN, 1975-80, FOR THE
DEPARTMENT OF ADMINISTRATION PERSONNEL SECTION.

STATED GOALS OF THIS SECTION ARE TO:

ATTRACT, RETAIN, AND DEVELOP QUALIFIED EMPLOYEES

ESTABLISH AND MAINTAIN FAIR AND EQUITABLE PERSONNEL POLICIES

DEVELOP AND ADMINISTER EFFECTIVE AND INNOVATIVE PERSONNEL
PROCEDURES

DEVELOP AND ADMINISTER AN EFFECTIVE AFFIRMATIVE ACTION PLAN

DEVELOP THE CAPABILITY TO EFFECTIVELY HANDLE EMPLOYEE RELATIONS
IN THE EVENT FORMAL COLLECTIVE BARGAINING BECOMES A REALITY

ASSIST MANAGERS IN DEVELOPING AND MAINTAINING HIGH EMPLOYEE
MORALE

PLANNED ACTIONS FOR THE COMING FIVE YEARS ARE DESIGNED TO FACILITATE
ACCOMPLISHMENT OF THESE GOALS AS A PART OF THE ON-GOING EFFORT TO
PROVIDE EFFECTIVE PERSONNEL SERVICES TO AID THE DEPARTMENT IN
ACCOMPLISHING ITS GOALS.

SINCERELY,

Iona C. Dionigi

IONA C. DIONIGI
DEPARTMENTAL PERSONNEL ADMINISTRATOR

CC: JOHN R. KENNEDY

VII. COST BENEFIT OF THE PLANNED ACTIONS:

- a. Benefit of recycling will not be known for about three to six months, but the important savings will be in energy conservation and saving of trees rather than dollars per se.
- b. Direct cost benefit related to Controlled Maintenance projects would be hard to calculate, e.g. replacing a bad roof could save valuable machinery; sidewalks repaved could save the State a big law suit. In short, it is most often cheaper to maintain than replace.
- c. Modernizing the two elevators in the Capitol Building would pay for itself in less than five years, would provide 24 hour service, plus meeting current safety codes.
- d. Air-conditioning worker areas can be calculated by productivity comparisons, but more importantly indicates to our employees that State government is responsive toward supplying a conventional working environment.
- e. During the past months we have been experimenting with the use of paper towels in the restrooms of one building. We estimate a change to paper towels in all buildings would generate savings of approximately \$100 per month.
- f. There has been a reduction in all forms of energy being consumed by State Capitol Complex buildings. While this reduction was accomplished, drastic increases in the costs of energy made a financial savings impossible. In fact, the cost of steam increased 127% negating of a decrease of 8.6% in the quantity of steam used. The cost of electrical energy increased 19% cancelling a reduction of 13% of electrical energy consumed. The Public Service Company of Colorado in March 1974, increased electric rates 1.54% and gas rates were increased 5.3%. In September 1974, the Public Utilities Commission of the State of Colorado again authorized an increase in electric rates of 9% and a 6.3% increase in gas rates. This will also affect the cost of steam. All of these increases will only serve to compound an already burdensome inflationary spiral. But they give us cause to increase our efforts to keep a tight rein on useage.

VIII. Legislative Needs

IX. Consulting Needs

X. Organization Chart

JUNE 1975

DEPARTMENT OF ADMINISTRATION
EXECUTIVE DIRECTOR

ASSISTANT DIRECTOR

CAPITOL BUILDINGS SECTION
PHYSICAL PLANT MANAGER V

CHIEF ADMIN. CLERK

BLDGS. & GROUNDS SERV. SUPV.

PHYSICAL PLANT MANAGER III

CLERICAL ASST. B.

ADMIN. CLERK A.

ADMIN. CLERK B. (PRIN. GUIDE)

PARKING ATTENDENT II

2 FTE

CLERICAL ASST. A

1.3 FTE

GROUNDKEEPER FOREMAN

GROUNDKEEPER I

8 FTE

PARKING ATTENDENT I

3 FTE

HOUSEKEEPING SUPV. I

CUSTODIAL SUPV II

5 FTE

LEAD CUSTODIAN

3 FTE

SECURITY GUARD

28.8 FTE

ELEVATOR OPERATOR

3.7 FTE

CUSTODIAN B

53 FTE

CUSTODIAN B

9 FTE

PAINTER FOREMAN

PAINTER

5 FTE

PLANT MTCE. FOREMAN

ELECTRICIAN

PLUMBER

PLANT GEN. MECH. III

8 FTE

PLANT GEN. MECH. II

4 FTE

PLANT GEN. MECH. I

as indicate 1 FTE unless otherwise noted.

| General Admin. | Grade | Step | Position Title | Name |
|----------------|-------|--------|---|---|
| | 72 | 5 | Physical Plant Manager V | William H. Scott |
| | 62 | 4 | Physical Plant Manager III | Stanley Gilson |
| | 43 | 2 | Bldgs. & Grounds Serv. Supv. | James B. Fletcher |
| | 39 | 7 | Chief Admin. Clerk | Emily Betts |
| | 25 | 2 | Admin. Clerk A. | Linda Giron |
| | 16 | 1 | Clerical Ass't. B. | Vacant |
| | | | | |
| General Serv. | 34 | 5 | Groundskeeper Foreman | Ruben Salazar |
| | 33 | 4 | Admin. Clerk B. (Prin. Guide) | Phyllis Woodard |
| | 29 | 6 | Bldg. Security Guard Supv. | Bellarmino Duran |
| | 23 | varied | Bldg. Security Guard | 28.8 FTE (2 vacant positions included in above) |
| | 22 | 6 | Groundskeeper 1 | Harold Briggs |
| | 22 | 2 | " " " | Edward Gomez |
| | 22 | 7 | " " " | Silverio Quintana |
| | 22 | 4 | " " " | Alex Castillo |
| | 22 | 6 | " " " | Herminio Martinez |
| | 22 | 2 | " " " | Richard Encinias |
| | 22 | 1 | " " " | Eugene Gomez |
| | 19 | 4 | Elevator Operator | Keith Carr |
| | 19 | 3 | " " | James Lore |
| | 19 | 1 | " " | Alan Brandhorst |
| | 19 | 3 | " " | Hazel Stoker |
| | 10 | 1 | Clerical Assistant A (Summer Guides) | Vacant |
| | 10 | 1 | " " " | " |
| | 10 | 1 | " " " | " |
| | 10 | 1 | " " " | " |
| | 10 | 1 | " " " | " |
| | | | | |
| Cust. Serv. | 35 | 5 | Housekeeping Supv. 1 | Frank Flis |
| | 31 | 3 | Custodial Supv. II | Richard Lopes |
| | 31 | 7 | " " " | Charles Watkins |
| | 31 | 5 | " " " | R. H. Horton |
| | 31 | 6 | " " " | Fred King |
| | 31 | 6 | " " " | Alfred Pitts |
| | 23 | 6 | Lead Custodian | Chano Ariaz |
| | 23 | 3 | " " | Evelyn Harpin |
| | 23 | 7 | " " | Fred Webster |
| | 19 | varied | Custodian B | 58.2 |

| Mech. & Maint. | <u>Grade</u> | <u>Step</u> | <u>Position Title</u> | <u>Name</u> |
|----------------|--------------|-------------|----------------------------|----------------------|
| | 50 | 7 | Plant Mtce. Foreman | George Stevens |
| | 46 | 7 | Painter Foreman | Charles Frey |
| | 40 | 5 | Plant General Mechanic III | Roger Pleau |
| | 40 | 5 | " " " " | Elizardo Cordova |
| | 40 | 1 | " " " " | Vacant |
| | 40 | 6 | " " " " | Carl Rosemire |
| | 40 | 6 | " " " " | Oliver Englen |
| | 40 | 5 | " " " " | Phil Donmyer |
| | 40 | 6 | " " " " | Nicholas Paiz |
| | 40 | 6 | " " " " | Clarence Stevens |
| | 40 | 4 | Electrician | Walter Cragle |
| | 40 | 4 | Painter | Stephen Schlotthauer |
| | 40 | 6 | " | Gerhard Heimann |
| | 40 | 7 | " | Gaudie Sudduth |
| | 40 | 6 | " | Harley Jackson |
| | 40 | 6 | " | Charles Jackson |
| | 40 | 1 | Plumber | Vacant |
| | 34 | 3 | Plant General Mechanic II | Robert Gomez |
| | 34 | 1 | " " " " | James Berryman |
| | 34 | 6 | " " " " | John Elder |
| | 34 | 1 | " " " " | Vacant |
| | 28 | 6 | Plant General Mechanic I | Albert Encinias |
| | 22 | 6 | Groundskeeper I | Ernest Martinez |



DEPARTMENT OF ADMINISTRATION

CENTRAL SERVICES

28 State Services Building
1525 Sherman Street
Denver, Colorado 80203
(303) 892-3575

August 27, 1975

Acting Director

ROBERT O'LEAR

John I. Lay, Executive Director
Department of Administration
717 State Services Building
Denver, Colorado 80203

Dear Mr. Lay:

The following is a brief history of Central Services.

In the early stages of State Government Organizational Development, agencies found a need for certain services in order to properly perform their statutory responsibilities, such as printing, office supplies, mail-messenger, convenience copying, and forms. Since there was no centralized setup in the state, the state agencies started their own.

As the state grew, so did the service operations. The status of internal service operations at present is that they are under the individual control of major departments, making it difficult to standardize on policies and procedures, balance workloads, develop management techniques, install industrial engineering techniques, etc. In addition, the decentralized service activities are duplicative and underutilized. For example, messengers criss-cross paths all day long; print shops are operating at only a fraction of their potential capacity; forms standardization is non-existent; storerooms maintain similar inventories; automobiles travel to the same destinations, etc.

The purpose of a Division of Central Services, therefore, is to minimize costs while providing like or better services. In most cases, this can be accomplished by centralizing personnel and equipment under one department, namely, the Department of Administration, which is the service department in the State of Colorado. Centralization allows for the development of expertise in service operations through the principle of specialization and the standardization of operating procedures, and other management tools.

Currently, the Department of Administration is in the process of implementing a Management Services Study to centralize all service activities in the Capitol Complex, based on existing statutes and House Bill 1725, which was passed during the last legislative session.

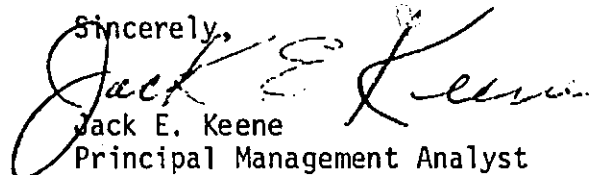
Mr. John I. Lay
Page 2


August 27, 1975

The attached projected budget, FTE and workload statistics for Fiscal Year 1975-76 assume that the Division began operation on July 1, 1975 under the revolving fund concept. However, this was not the case. In reality, Central Services will operate for approximately six months of FY 1975-76 on the General Fund budget, or a figure of approximately \$100,000. The Revolving Fund will be utilized for the balance of the period in the estimated sum of \$1,100,000. After the Revolving Fund is in full operation, the balance of the G.F. Central Services budget would revert to the overall General Fund.

The attached five-year plan is based on the best estimates and judgments of the undersigned and will be adjusted as operating experience dictates.

Sincerely,


Jack E. Keene
Principal Management Analyst
Management Services Divisionn


Robert O'Leary
Acting Director
Division of Central Services

JEK/ROL:lt

Attachment

cc: Mr. John R. Kennedy
Assistant Director,
General and Management Services

DIVISION OF CENTRAL SERVICESI. STATUTORY AUTHORITY

Central Services is charged with the responsibility of rendering a number of supportive services to all State Agencies, so that the various agencies can direct their resources toward their statutory responsibilities. This program is under the jurisdiction of the Office of the Executive Director. The statutory authority for its existence falls under the general terminology of 24-30-102 b-e, C.R.S. 1973, as amended, plus House Bill 1725. House Bill 1725 is the authority to establish an overall Central Services Revolving Fund.

II. KEY DIVISIONAL GOALS

1. Reduce the costs of providing internal services to State Agencies.
2. Offer a greater variety of services while reducing the time required to provide these services.
3. Assist the Governor, Cabinet members, and agency personnel to better utilize the State's service activities.

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS

A. Historical Overview

Central Services is currently a statewide operation, rendering most of its services in the Capitol Complex area. Central Services consists of several activities, such as Graphics, Printing, Stores, Mail-Messenger, Motor Pool, etc.

The Graphics Section has experienced a dramatic increase in requests for services. This has resulted in many cases, to a significant degree, in the participation of outside vendors.

The Reproduction Section (Print Shop) has had a workload increase of 50%, from 12 million impressions per year in 1970-71 to approximately 18 million impressions in 1974-75.

Central Stores, operating under a statutory revolving fund, is in the main storeroom of the Capitol Complex. The stock turnover rate is currently about 1-1/2 times per year, while the volume reflects an annual 20% increase.

The Mail Section handles some of the pickup and metering of U.S. Mail, as well as pickup and delivery of interdepartmental mail in the Capitol Complex. The volume of activity has increased 150% since 1973.

The Central Motor Car Pool, consisting of 32 vehicles housed at the Penn Garage, was transferred to this jurisdiction on February 1, 1974. Since that time, the vehicle mix has been changed to include some compact and sub-compact cars for more economical operation.

An Aircraft Pool was to have as its nucleus the twin-engined Airplane from the Department of Institutions which was transferred to

Central Services on October 1, 1974. This aircraft, however, was subsequently transferred to the Department of Highways on April 7, 1975 as a means of implementing a multiple Aircraft Pool for use by all branches of state government.

B. ACCOMPLISHMENTS: 1970-1975

1. Established a Quick Copy Center in July of 1970 to increase service.
2. Enlarged the Quick Copy Center by the addition of a new printing press in October, 1973.
3. Increased bindery capability of Print Shop by the addition of a 30-station collator, on-line stitcher, folder, and velo-binder in July, 1973.
4. Introduced modifications of equipment in Quick Copy Centers which resulted in reduced turn-around times from 48 to 24 hours effective October, 1973.
5. Standardized letterheads and forms in Graphics Section in February, 1975.
6. Eliminated all color printing except special projects in February, 1975.
7. Increased production in Print Shop by using better management techniques such as increased utilization of personnel and equipment.
8. Developed cost accounting system to more efficiently cover all Reproduction and Graphics costs from user agencies in January, 1972.
9. Increased storage facilities and established common item contracts in July, 1973 through Purchasing in order to buy larger quantities at lower prices.
10. Cut costs by 40% and delivery time from one week to one day by using the United Parcel Service in the Mail Room.
11. Increased Motor Pool utilization from 401,573 miles/year in 1973-74 to 541,200 miles/year in 1974-75, a 35% increase.
12. Implemented the first phase of a perpetual inventory system in the Stores Section.
13. Implemented a car mix in the Motor Pool to include several compacts and mid-size vehicles in order to reduce per mile costs.

14. Eliminated luxury items such as felt-tip pens, attache cases, etc. from Stores Section in February, 1975.
15. Reduced the amount of commercial art work required by the addition of one Graphic Arts technician.

IV. Historical Budget, FTE, Workload Statistics and Unit Costs

A. Cost of Operations and FTE

| | <u>Amount</u> | <u>% Increase</u> | <u>FTE</u> | <u>% Increase</u> |
|-----------------|---------------|-------------------|------------|-------------------|
| 1970-71 Actual | 153,121 | --- | 16.0 | --- |
| 1971-72 Actual | 156,311 | 2.1% | 19.0 | 18.8% |
| 1972-73 Actual | 181,327 | 16.3% | 19.2 | 1.1% |
| 1973-74 Actual | 253,279 | 39.3% | 20.0 | 4.2% |
| *1974-75 Actual | 343,289 | 29.4% | 20.8 | 4.0% |

B. Workload Indicators

| | <u>Motor Pool</u> | | | <u>Reproduction</u> | | |
|--------------|-------------------|--------------------|------------------|---------------------|--------------------|-------------------|
| | <u>Mileage</u> | <u>% In-crease</u> | <u>Cost/Mile</u> | <u>Sheets</u> | <u>% In-crease</u> | <u>Cost/Sheet</u> |
| 1970-71 | 425,900 | N/A | .08 | 12,057,257 | N/A | .0053 |
| 1971-72 | 457,241 | 7.4% | .08 | 14,010,865 | 16.2% | .0047 |
| 1972-73 | 470,000 | 2.8% | .09 | 16,453,921 | 17.4% | .0046 |
| 1973-74 | 401,573 | (-14.5%) | .10 | 17,902,747 | 8.8% | .0059 |
| 1974-75 Est. | 541,200 | 34.8% | .11 | 18,000,000 | .5% | .0056 |

| | <u>**Stores</u> | | | <u>**Mail-Messenger</u> | | |
|--------------|-----------------|--------------------|-------------------------|-------------------------|--------------------|---------------------------|
| | <u>Dollars</u> | <u>% In-crease</u> | <u>Cost/\$ of Sales</u> | <u>U. S. Postage</u> | <u>% In-crease</u> | <u>Cost/\$ of Postage</u> |
| 1970-71 | N/A | N/A | N/A | N/A | N/A | N/A |
| 1971-72 | N/A | N/A | N/A | N/A | N/A | N/A |
| 1972-73 | 111,390 | N/A | .153 | 179,989 | N/A | .10 |
| 1973-74 | 131,471 | 18.0% | .150 | 203,980 | 13.3% | .10 |
| 1974-75 Est. | 152,444** | 16.0% | .158 | 254,000** | 24.5% | .10 |

| | <u>Graphics</u> | | |
|--------------|----------------------------|-------------------|-------------------------|
| | <u>***Artwork Projects</u> | <u>% Increase</u> | <u>Cost Per Project</u> |
| 1970-71 | 430 | N/A | \$75.92/Proj. |
| 1971-72 | 450 | 4.7 | 79.80 |
| 1972-73 | 456 | 1.3 | 86.62 |
| 1973-74 | 536 | 17.5 | 81.07 |
| 1974-75 Est. | 580 | 8.2 | 74.85 |

* Higher figures reflect the addition of Motor Pool and Air Craft Pool which were previously not included.

** Dollar Amounts in Stores and Mail - Messenger Service indicate workload activity and not Budgetary Amounts.

*** Ranges from a simple Letterhead to a complex layout.

DEPARTMENT OF ADMINISTRATION PERSONNEL SECTION
LONG-RANGE PLAN
JUNE, 1975

I. STATUTORY AUTHORITY

THERE IS NO STATUTORY AUTHORITY FOR THE PERSONNEL SECTION PER SE. THE PURPOSE OF THE PERSONNEL SECTION IS TO PROVIDE SUPPORT TO THE EXECUTIVE DIRECTOR IN ALL MATTERS RELATING TO PERSONNEL WHICH BROADLY INCLUDE EMPLOYEE SELECTION, PLACEMENT AND TERMINATION, EMPLOYEE COUNSELING, AFFIRMATIVE ACTION, AND TRAINING.

THE COLORADO COMMITTEE ON GOVERNMENT EFFICIENCY AND ECONOMY RECOMMENDED, IN 1969, THAT ADMINISTRATIVE FUNCTIONS OF THE DEPARTMENT BE CENTRALIZED IN THE OFFICE OF THE EXECUTIVE DIRECTOR. THIS RECOMMENDATION WAS REINFORCED IN A STUDY BY TOUCHE ROSS AND COMPANY WHICH SUPPORTED CENTRALIZING PERSONNEL ADMINISTRATION FOR ALL DIVISIONS.

THIS SECTION IS CURRENTLY ORGANIZED TO REPORT DIRECTLY TO THE EXECUTIVE DIRECTOR, THEREBY PROVIDING IMMEDIATE CONTROL OVER ALL PERSONNEL ACTIVITIES WITHIN THE DEPARTMENT. EFFECTIVE JULY 1, 1975, IT WILL REPORT TO THE ASSISTANT DIRECTOR, GENERAL AND MANAGEMENT SERVICES.

II. GOALS

- ATTRACT, RETAIN, AND HELP DEVELOP QUALIFIED EMPLOYEES.
- ESTABLISH AND MAINTAIN FAIR AND EQUITABLE PERSONNEL POLICIES.
- DEVELOP AND ADMINISTER EFFECTIVE AND INNOVATIVE PERSONNEL PROCEDURES.
- DEVELOP AND ADMINISTER AN EFFECTIVE AFFIRMATIVE ACTION PLAN. (SEE EXHIBIT I)
- DEVELOP THE CAPABILITY TO EFFECTIVELY HANDLE EMPLOYEE RELATIONS IN THE EVENT FORMAL COLLECTIVE BARGAINING BECOMES A REALITY.
- ASSIST MANAGERS IN DEVELOPING AND MAINTAINING HIGH EMPLOYEE MORALE.

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS

PRIOR TO 1970, PERSONNEL ADMINISTRATION WITHIN THE DEPARTMENT OF ADMINISTRATION WAS HANDLED INDIVIDUALLY BY THE DIVISIONS. THERE WAS LITTLE CONTINUITY OF ADVICE OR PURPOSE, NO PROFESSIONAL PERSONNEL ASSISTANCE AVAILABLE, AND MINIMAL CONTROL BY THE EXECUTIVE DIRECTOR.

THE PERSONNEL SECTION OF THE DEPARTMENT OF ADMINISTRATION WAS ORGANIZED EARLY IN 1970, AS A PART OF THE ADMINISTRATIVE SERVICES SECTION. THIS WAS IN ACCORDANCE WITH A RECOMMENDATION MADE BY THE COLORADO COMMITTEE ON GOVERNMENT EFFICIENCY AND ECONOMY IN MARCH, 1969, AND HAS RESULTED IN COMPLETE CENTRALIZATION OF PERSONNEL FUNCTIONS FOR THE DEPARTMENT OF ADMINISTRATION. THE MAKEUP OF THE DEPARTMENT HAS VARIED OVER THE YEARS, AND HAS INCLUDED THE STAFF OF THE CIVIL SERVICE COMMISSION, THE EXECUTIVE BUDGET OFFICE, AND RADIO DISPATCHERS FOR THE COLORADO STATE PATROL. AGENCIES PRESENTLY SERVICED ARE DIVISIONS OF ACCOUNTS AND CONTROL, AUTOMATED DATA PROCESSING, PURCHASING,

CAPITOL BUILDINGS SECTION, DIVISIONS OF COMMUNICATIONS, ARCHIVES AND PUBLIC RECORDS, CENTRAL SERVICES, ADMINISTRATIVE SERVICES, MANAGEMENT SERVICES, AND THE OFFICE OF THE EXECUTIVE DIRECTOR. THE NUMBER OF PERSONS EMPLOYED BY THE DEPARTMENT HAS RANGED FROM A HIGH OF 640 TO THE PRESENT LEVEL OF 530 OVER A FIVE YEAR PERIOD.

THE ORIGINAL STAFFING OF THE PERSONNEL UNIT WAS THREE FTE. AS A RESULT OF MORE EFFICIENT OPERATION, THIS WAS REDUCED IN JULY, 1973, WHEN IT WAS DETERMINED THAT TWO FTE COULD PROVIDE THE SAME LEVEL OF SERVICE WITH NO LOSS IN EFFICIENCY. THE PRESENT STAFFING IS TWO FTE, ONE PERSONNEL OFFICER I, AND ONE ADMINISTRATIVE CLERK. RELIANCE ON COMPUTERIZED RECORDS HAS BEEN OF ASSISTANCE IN THE REDUCTION OF STAFF.

THE PERSONNEL SECTION PROVIDES A FULL RANGE OF PERSONNEL SERVICES WHICH INCLUDE: PROCESSING PERSONNEL ACTIONS; MAINTENANCE OF RECORDS; ADVISING DIVISIONS UPON AND ASSISTING THEM IN MEETING PERSONNEL NEEDS; COUNSELING EMPLOYEES AND PROVIDING INFORMATION TO THEM REGARDING ALL PHASES OF THEIR STATE EMPLOYMENT; CONDUCT OF AN EXTENSIVE DECENTRALIZED EXAMINATION PROGRAM WHICH INCLUDES BOTH PROMOTIONAL AND OPEN-COMPETITIVE EXAMINATIONS; COORDINATION AND ADMINISTRATION OF TRAINING WITHIN THE DEPARTMENT. IN ADDITION TO PERSONNEL SERVICES, THIS SECTION COORDINATES THE INCENTIVE AWARD SUGGESTION SYSTEM FOR THE DEPARTMENT, AND THE PERSONNEL OFFICER SERVES AS THE DEPARTMENTAL AFFIRMATIVE ACTION COUNSELOR.

BASIC PERSONNEL FUNCTIONS HAVE INCREASED WITH THE ADDITION OF NEW PROGRAMS TO THE SYSTEM, AS WELL AS THROUGH EXPANSION OF THE DECENTRALIZED EXAMINATION PROGRAM, AND THE ADDITIONAL BURDENING OF FEDERAL PROGRAM REQUIREMENTS. THE AFFIRMATIVE ACTION PROGRAM IS BEING EMPHASIZED WITH A RESULTANT INCREASE IN WORKLOAD. EFFORTS ARE UNDERWAY TO DEVELOP A COMPREHENSIVE TRAINING PROGRAM FOR THE DEPARTMENT, THE SCOPE OF WHICH IS FAR GREATER THAN THAT WHICH EXISTED IN FY 1972-73.

THROUGH CENTRALIZATION OF PERSONNEL ADMINISTRATION, THE FOLLOWING ACCOMPLISHMENTS HAVE BEEN MADE POSSIBLE:

1. CENTRALIZATION OF PERSONNEL ACTIVITY CONTROL AT THE DEPARTMENT LEVEL TO ASSIST THE DEPARTMENT IN FUNCTIONING AS A WHOLE RATHER THAN SEVERAL SEPARATE ENTITIES;
2. REDUCTION IN FTE REQUIRED TO PERFORM PERSONNEL DUTIES WITHIN THE DEPARTMENT. PRIOR TO CENTRALIZATION, EACH DIVISION HAD AT LEAST A PARTIAL FTE ASSIGNED TO THIS FUNCTION;
3. PROFESSIONAL PERSONNEL ASSISTANCE IS PROVIDED TO DEPARTMENT MANAGEMENT; THIS COULD NOT BE JUSTIFIED AT DIVISION LEVEL;
4. AN INCREASE IN LEVEL AND KINDS OF PERSONNEL SERVICES OFFERED TO BOTH EMPLOYEES AND MANAGERS DUE TO SPECIALIZED RATHER THAN FRAGMENTED ASSIGNMENTS OF PERSONNEL STAFF;
5. BETTER USE OF STAFF, EQUIPMENT, AND SYSTEMS THROUGH ELIMINATION OF DUPLICATION OF EFFORT;
6. CONTACTS WITH AND REQUESTS FOR SERVICE FROM THE DEPARTMENT OF PERSONNEL ARE FACILITATED AS ONLY ONE POINT OF CONTACT EXISTS BETWEEN THE TWO DEPARTMENTS;
7. CENTRAL ASSIGNMENT OF PERSONNEL-RELATED FUNCTIONS PROVIDES FOR BETTER COORDINATION OF AFFIRMATIVE ACTION PLANNING AND COUNSELING, INCENTIVE AWARD SUGGESTION SYSTEM COORDINATION, AND TRAINING.

IV. HISTORICAL BUDGET, FTE, WORKLOAD STATISTICS, AND UNIT COSTS

A. COST OF OPERATIONS AND FTE (GENERAL FUND)

| | <u>AMOUNT</u> | <u>%INCREASE OR DECREASE</u> | <u>FTE</u> | <u>%INCREASE OR DECREASE</u> |
|--------------------|---------------|----------------------------------|------------|----------------------------------|
| 1970-71 ACTUAL (1) | N/A | N/A | 3.0 | -0- |
| 1971-72 ACTUAL | \$25,097 | N/A | 3.0 | -0- |
| 1972-73 ACTUAL (2) | \$44,692 | 78.1% | 4.0 | 33.0% |
| 1973-74 ACTUAL (3) | \$23,334 | (47.8%) | 2.0 | (50.0%) |
| 1974-75 ACTUAL | \$28,379 | 17.7% | 2.0 | -0- |

- (1) FY 1970-71 WAS THE PERIOD IN WHICH THE PERSONNEL FUNCTION FOR THE DEPARTMENT WAS CENTRALIZED. A BUDGET FOR THIS SECTION DID NOT EXIST, NOR WAS AN ACCOUNTING MADE OF FUNDS EXPENDED BY THE SECTION.
- (2) THE INCREASE IN BOTH FUNDS EXPENDED, AND FTE FOR FY 1972-73 WAS CAUSED BY UPGRADING OF THE TRAINING FUNCTION AND EMPLOYMENT OF A FULL-TIME TRAINING OFFICER.
- (3) IN FY 1973-74, THE TRAINING PROGRAM WAS VIRTUALLY ELIMINATED AND TRAINING RESPONSIBILITY REVERTED TO THE PERSONNEL OFFICER. AT THE SAME TIME, IT WAS DETERMINED BY THE PERSONNEL OFFICER THAT THE THIRD FTE ASSIGNED TO THE PERSONNEL FUNCTION WAS UNNECESSARY.

B. WORKLOAD INDICATORS AND UNIT COSTS

| | <u>DEPARTMENT FTE LEVEL</u> | <u>APPOINTMENTS</u> | <u>TERMINATIONS</u> | <u>OTHER PERSONNEL ACTIONS PROCESSED</u> | <u>PERSONNEL STAFF</u> |
|---------|---------------------------------|---------------------|---------------------|--|----------------------------|
| 1970-71 | 560.0 | 165 | 97 | 513 | 3.0 |
| 1971-72 | 573.2 | 268 | 231 | 417 | 3.0 |
| 1972-73 | 556.6 | 243 | 248 | 1023 (2) | 4.0 |
| 1973-74 | 569.7 | 335 | 313 | 922 | 2.0 |
| 1974-75 | 521.0 (1) | 219 | 175 | 1365 (3) | 2.0 |

- (1) REDUCTION IN FTE CAUSED BY FORMATION OF OFFICE OF STATE PLANNING AND BUDGETING AND DECENTRALIZATION OF A NUMBER OF ADP PERSONNEL TO AGENCIES.
- (2) INCREASE IN PERSONNEL ACTION PROCESSING RESULTED FROM EXPANSION IN PERSONNEL DATA BANK INFORMATION REQUIREMENTS.
- (3) INCREASE IN PERSONNEL ACTION PROCESSING RESULTED FROM EXPANSION IN PERSONNEL DATA BANK INFORMATION REQUIREMENTS.

THE FOLLOWING COSTS, BASED ON ESTIMATED TIME EXPENDITURES OF THIS SECTION'S STAFF, WERE ESTABLISHED USING THE FOURTH QUARTER OF FY 1974-75.

| <u>RECRUITING, SELECTION, AND PLACEMENT</u> | <u>COST PER FTE ::</u> |
|---|------------------------|
| RECRUITING, EXAMINATIONS | \$5.06 |
| ORIENTATION AND INDUCTION | 1.30 |
| MANPOWER PLANNING | 1.52 |
| TOTAL | \$7.88 |

| <u>TRAINING AND DEVELOPMENT</u> | | <u>COST PER FTE **</u> |
|---|-------|------------------------|
| TRAINING INFORMATION AND RECORDS | | \$.50 |
| PERSONNEL APPRAISAL AND EMPLOYEE COUNSELING | | 5.03 |
| | TOTAL | <u>\$5.53</u> |
| <u>COMPENSATION</u> | | |
| SALARY AND WAGE PLANNING AND ADMINISTRATION | | \$.15 |
| JOB EVALUATION AND CLASSIFICATION | | .61 |
| | TOTAL | <u>\$.76</u> |
| <u>COMMUNICATIONS</u> | | |
| EMPLOYEE PUBLICATIONS | | \$1.01 |
| ATTITUDE SURVEYS | | .25 |
| SUGGESTION PLAN COORDINATION | | .30 |
| | TOTAL | <u>\$1.56</u> |
| <u>PERSONNEL SERVICES AND RESEARCH</u> | | |
| EMPLOYEE SAFETY | | \$.25 |
| AFFIRMATIVE ACTION | | .71 |
| PERSONNEL POLICY DEVELOPMENT AND INTERPRETATION | | 10.12 |
| PERSONNEL RESEARCH | | .91 |
| | TOTAL | <u>\$11.99</u> |
| <u>LABOR RELATIONS</u> | | |
| GRIEVANCE HANDLING AND ARBITRATION | | \$.30 |
| EMPLOYEE RELATIONS COUNSELING | | 1.72 |
| | TOTAL | <u>\$2.02</u> |
| <u>ADMINISTRATION</u> | | |
| PLANNING REPORTING ACTIVITIES | | \$ 2.02 |
| PROFESSIONAL DEVELOPMENT OF STAFF | | -0- |
| INITIATING, REVIEWING, AND PROCESSING PERSONNEL | | |
| TRANSACTIONS | | 11.00 |
| GENERAL ADMINISTRATION | | 7.55 |
| | TOTAL | <u>\$20.57</u> |
| | | |
| TOTAL COST PER FTE | | <u><u>\$50.31</u></u> |

** COSTS WERE SPREAD OVER ALL 530 EMPLOYEES IN THE DEPARTMENT.

V. PROJECTED BUDGET, FTE, WORKLOAD, AND UNIT COSTS

A. PROJECTED COST OF OPERATIONS AND FTE (GENERAL FUND)

| | <u>AMOUNT</u> | <u>% INCREASE</u> | <u>FTE</u> | <u>% INCREASE</u> |
|---------|---------------|-------------------|------------|-------------------|
| 1975-76 | \$36,280 | 14.0% | 2.0 | -0- |
| 1976-77 | \$38,094 | 5.0% *** | 2.0 | -0- |
| 1977-78 | \$41,903 | 10.0% | 2.0 | -0- |
| 1978-79 | \$46,093 | 10.0% | 2.0 | -0- |
| 1979-80 | \$50,702 | 10.0% | 2.0 | -0- |

*** PER CENT INCREASE AT THIS LEVEL TO CONFORM WITH AUSTERITY PROGRAM.

THE INCREASES PROJECTED IN OPERATIONS COSTS ARE TO COVER MATERIALS THAT WILL BE NECESSARY FOR PROGRAMS SUCH AS TRAINING, AS WELL AS ANTICIPATED OVERALL COST INCREASES.

B. PROJECTED WORKLOAD INDICATORS AND UNIT COSTS

| | DEPARTMENT FTE LEVEL | APPOINTMENTS | TERMINATIONS | OTHER PERSONNEL ACTIONS PROCESSED | PERSONNEL STAFF |
|---------|-------------------------|--------------|--------------|---|--------------------|
| 1975-76 | 534.2 | 230 | 184 | 1433 | 2.0 |
| 1976-77 | 562.0 | 242 | 193 | 1505 | 2.0 |
| 1977-78 | 590.0 | 254 | 203 | 1580 | 2.0 |
| 1978-79 | 600.0 | 267 | 213 | 1659 | 2.0 |
| 1979-80 | 600.0 | 280 | 224 | 1742 | 2.0 |

UNIT COSTS ARE BASED SOLELY ON EXPENDITURES OF THE SECTION AND CANNOT BE ACCURATELY ESTABLISHED WITHOUT PRECISE SALARY DATA FOR THE PERIOD COVERED.

VI. LONG-RANGE OBJECTIVES AND YEARLY PLANS

A. OBJECTIVES DURING THE NEXT FIVE YEARS WILL BE TO:

1. PROVIDE DELIVERY OF PERSONNEL SERVICES, E.G. ATTRACT, RETAIN AND DEVELOP QUALIFIED EMPLOYEES; ESTABLISH AND MAINTAIN FAIR AND EQUITABLE PERSONNEL POLICIES; DEVELOP AND ADMINISTER EFFECTIVE AND INNOVATIVE PERSONNEL PROCEDURES.
2. DEVELOP AND ADMINISTER AN EFFECTIVE AFFIRMATIVE ACTION PLAN.
3. DEVELOP THE CAPABILITY TO EFFECTIVELY HANDLE EMPLOYEE RELATIONS IN THE EVENT FORMAL COLLECTIVE BARGAINING BECOMES A REALITY.

B. YEARLY PLANS **

1. 1975-76

- A. DEVELOP AND ADMINISTER AN EFFECTIVE AFFIRMATIVE ACTION PLAN.
TARGET DATE - TO BE DEVELOPED BY JANUARY 1, 1976, AND ADMINISTERED ANNUALLY THEREAFTER.
- B. REVISE AND IMPROVE EXIT INTERVIEW PROCEDURES.
NEW SYSTEM BEGUN IN AUGUST, 1975
- C. ISSUE A CURRENT HANDBOOK CONTAINING RULES AND REGULATIONS, POLICIES AND PROCEDURES, AND GENERAL INFORMATION TO ALL DEPARTMENTAL EMPLOYEES.
TARGET DATE - SEPTEMBER 1, 1975
- D. DEVELOP AND ADMINISTER AN EXTENSIVE DEPARTMENTAL TRAINING PROGRAM GEARED TO ALL LEVELS OF EMPLOYMENT WHICH INCLUDES COMPREHENSIVE INDOCTRINATION AND SPECIFIC MANAGERIAL AND TECHNICAL SKILLS DEVELOPMENT.
TARGET DATE - JANUARY 1, 1976

** TARGET DATES ARE ESTABLISHED IN SIX-MONTH OR YEARLY BLOCKS DUE TO VARIABLE AND UNPREDICTABLE WORKLOAD. THE SIZE OF THE STAFF PRECLUDES THE POSSIBILITY OF SETTING ASIDE BLOCKS OF TIME SPECIFICALLY DEVOTED TO SPECIAL PURPOSES.

- E. REVIEW DEPARTMENTAL PERSONNEL PROCEDURES AND REVISE, EXPAND, OR ELIMINATE AS NECESSARY.
TARGET DATE - JUNE 30, 1976
- F. IMPLEMENT PROGRAM PLANNING AND EVALUATION SYSTEM.
TARGET DATE - JULY 1, 1975
- G. CONDUCT OPINION SURVEYS AMONG EMPLOYEES AND MANAGERS RELATIVE TO SERVICE PROVIDED.
TARGET DATE - JUNE 30, 1976

2. 1976-77

- A. DEVELOP THE CAPABILITY TO EFFECTIVELY HANDLE EMPLOYEE RELATIONS IN THE EVENT FORMAL COLLECTIVE BARGAINING BECOMES A REALITY.
TARGET DATE - TO BE DEVELOPED BY JANUARY 1, 1977, AND ADMINISTERED ANNUALLY THEREAFTER IF AND WHEN NEEDED.
- B. IN COMBINATION WITH DEPARTMENT OF PERSONNEL STAFF, REVIEW AND REVISE EXAMINATION CONTENT FOR CLASSES IN USE WITHIN THE DEPARTMENT OF ADMINISTRATION.
TARGET DATE - JUNE 30, 1977
- C. REVIEW CONTENT OF DEPARTMENTAL PERSONNEL RECORDS AND CORRECT DEFICIENCIES.
TARGET DATE - JUNE 30, 1977
- D. UPDATE EMPLOYEE HANDBOOK.
TARGET DATE - JUNE 30, 1977
- E. REVISE OR EXPAND DEPARTMENTAL TRAINING PROGRAM AS NECESSARY.
TARGET DATE - JANUARY 1, 1977
- F. CONDUCT OPINION SURVEYS AMONG EMPLOYEES AND MANAGERS RELATIVE TO SERVICE PROVIDED.
TARGET DATE - JUNE 30, 1977
- G. PREPARE AND ISSUE PERSONNEL PROCEDURES MANUAL FOR DEPARTMENT MANAGERS.
TARGET DATE - JANUARY 1, 1977
- H. ANALYZE DATA GLEANED FROM EXIT INTERVIEWS, PREPARE FINDINGS AND RECOMMENDATIONS REPORT FOR TOP MANAGEMENT.
TARGET DATE - MAY 1, 1976

3. 1977-78

- A. REVIEW POSITION ALLOCATIONS AND CLASS SPECIFICATIONS IN USE WITHIN THE DEPARTMENT TO DETERMINE NECESSARY REVISIONS RELATIVE TO DEPARTMENT NEEDS.
TARGET DATE - JUNE 30, 1978
- B. REVIEW DEPARTMENTAL PERSONNEL PROCEDURES AND REVISE, EXPAND, OR ELIMINATE AS NECESSARY. REVISE MANAGERS' MANUAL.
TARGET DATE - JUNE 30, 1978
- C. UPDATE EMPLOYEE HANDBOOK.
TARGET DATE - JUNE 30, 1978

- D. REVISE OR EXPAND DEPARTMENTAL TRAINING PROGRAM AS NECESSARY.
TARGET DATE - JANUARY 1, 1978
- E. CONDUCT OPINION SURVEYS AMONG EMPLOYEES AND MANAGERS RELATIVE TO SERVICE PROVIDED.
TARGET DATE - JUNE 30, 1978
- F. REVIEW EXIT INTERVIEW DATA.
TARGET DATE - AUGUST 1, 1978

4. 1978-79

- A. REVIEW CONTENT OF DEPARTMENTAL PERSONNEL RECORDS AND CORRECT DEFICIENCIES.
TARGET DATE - JUNE 30, 1979
- B. UPDATE EMPLOYEE HANDBOOK.
TARGET DATE - JUNE 30, 1979
- C. REVISE OR EXPAND DEPARTMENTAL TRAINING PROGRAM AS NECESSARY.
TARGET DATE - JANUARY 1, 1979
- D. REVIEW PERSONNEL FUNCTION PROGRAM PLANNING AND EVALUATION SYSTEM EFFECTIVENESS.
TARGET DATE - JUNE 30, 1979
- E. CONDUCT OPINION SURVEYS AMONG EMPLOYEES AND MANAGERS RELATIVE TO SERVICE PROVIDED.
TARGET DATE - JUNE 30, 1979
- F. REVIEW EXIT INTERVIEW DATA.
TARGET DATE - AUGUST 1, 1979

5. 1979-80

- A. REVIEW DEPARTMENTAL PERSONNEL PROCEDURES AND REVISE, EXPAND, OR ELIMINATE AS NECESSARY. REVISE MANAGERS' MANUAL.
TARGET DATE - JUNE 30, 1980
- B. UPDATE EMPLOYEE HANDBOOK.
TARGET DATE - JUNE 30, 1980
- C. REVISE OR EXPAND DEPARTMENTAL TRAINING PROGRAM AS NECESSARY.
TARGET DATE - JANUARY 1, 1980
- D. REVIEW CONTENT OF DEPARTMENTAL PERSONNEL RECORDS AND CORRECT DEFICIENCIES.
TARGET DATE - JUNE 30, 1980
- E. CONDUCT OVERALL REVIEW OF POSITION ALLOCATIONS AND CLASS SPECIFICATIONS IN USE WITHIN THE DEPARTMENT TO DETERMINE NECESSARY REVISIONS RELATIVE TO DEPARTMENT NEEDS.
TARGET DATE - JUNE 30, 1980
- F. CONDUCT OPINION SURVEYS AMONG EMPLOYEES AND MANAGERS RELATIVE TO SERVICE PROVIDED.
TARGET DATE - JUNE 30, 1980

G. REVIEW EXIT INTERVIEW DATA.
TARGET DATE - AUGUST 1, 1980

VII. COST BENEFIT OF PLANNED ACTIONS

ALTHOUGH SPECIFIC COST BENEFITS ARE NOT ATTACHED TO PLANNED ACTIONS, IT IS ANTICIPATED THAT SAVINGS (I.E. LOWER COST PER UNIT OF SERVICE) WILL RESULT FROM SERVING A LARGER CLIENTELE WITHOUT AN INCREASE IN STAFF.

VIII. LEGISLATION

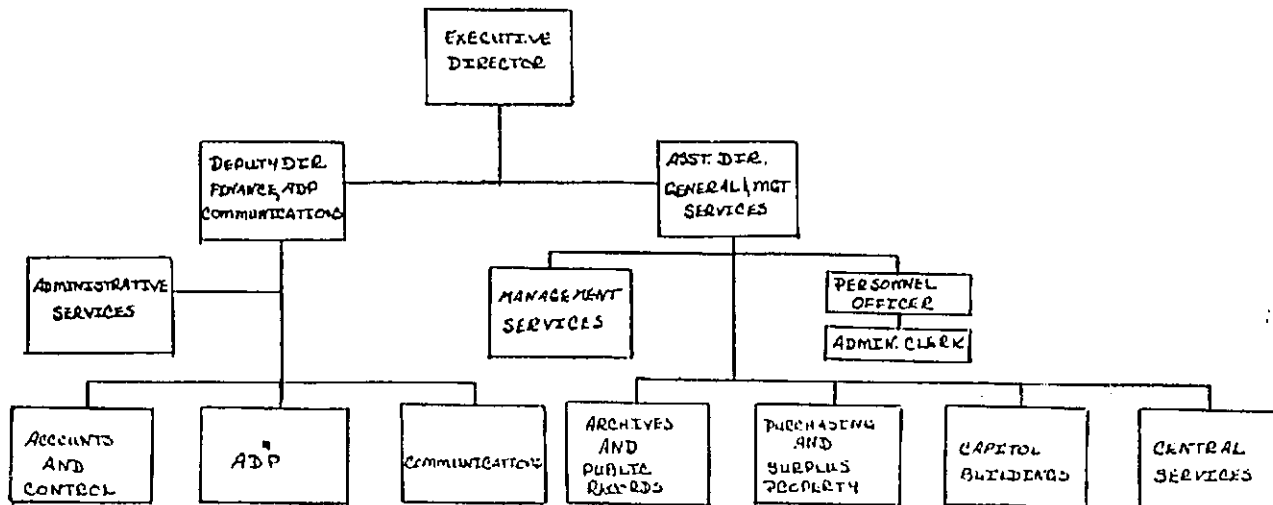
NONE.

IX. CONSULTING NEEDS

FROM TIME TO TIME, ASSISTANCE WILL BE REQUIRED FROM THE MANAGEMENT SERVICES STAFF. THESE NEEDS SHOULD BE MINIMAL.

X. ORGANIZATION CHART

A. DEPARTMENT OF ADMINISTRATION



B. FTE ASSIGNED

GRADE AND STEP

POSITION TITLE

NAME

48-6

PERSONNEL OFFICER I

IONA C. DIONIGI

33-6

ADMINISTRATIVE CLERK B

JOAN L. AVERY

COLORADO DEPARTMENT OF ADMINISTRATION
AFFIRMATIVE ACTION PROGRAM

INDEX

- I. PURPOSE
- II. INTERNAL DISSEMINATION OF POLICY
- III. RESPONSIBILITY FOR PROGRAM IMPLEMENTATION
- IV. ORGANIZATIONAL EQUAL EMPLOYMENT COMMITMENTS
- V. IDENTIFICATION OF PROBLEM AREAS
- VI. GOALS AND TIMETABLES
- VII. MONITORING AND REPORTING SYSTEM
- VIII. ACTION ITEMS

I. PURPOSE

TO FOSTER AND DEVELOP THE IDEALS OF EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION WITHIN THE DEPARTMENT OF ADMINISTRATION TO ASSURE THAT EVERY EMPLOYEE OR APPLICANT FOR DEPARTMENT POSITIONS OF EMPLOYMENT IS GIVEN AN EQUAL OPPORTUNITY FOR EMPLOYMENT, TRAINING, PROMOTION AND ALL OTHER TERMS AND CONDITIONS OF EMPLOYMENT, REGARDLESS OF HIS OR HER RACE, COLOR, SEX, AGE, RELIGION, NATIONAL ORIGIN OR PHYSICAL OR MENTAL HANDICAPS.

ALLOCATION OF PERSONNEL AND RESOURCES FOR EEO

AFFIRMATIVE ACTION OFFICER

THE DEPARTMENT OF ADMINISTRATION PERSONNEL SECTION IS AUTHORIZED TO DEVOTE TIME TO AFFIRMATIVE ACTION ITEMS IN DISCHARGING THE RESPONSIBILITIES OF THE PROGRAM.

DEPARTMENT SUPERVISORS

SUPERVISORS WILL GIVE HIGH PRIORITY TO ASSISTANCE TO THE AFFIRMATIVE ACTION OFFICER AS REQUESTED.

AFFIRMATIVE ACTION ORGANIZATION CHART

JOHN I. LAY, EXECUTIVE DIRECTOR

IONA DIONIGI, PERSONNEL OFFICER /
AFFIRMATIVE ACTION OFFICER

II. INTERNAL DISSEMINATION OF POLICY

EACH EMPLOYEE OF THE DEPARTMENT WILL BE FURNISHED A COPY OF THE AFFIRMATIVE ACTION PLAN. ANY NEW DEVELOPMENTS IN EEO/AA WILL BE PERIODICALLY DISSEMINATED TO EACH EMPLOYEE. PERIODIC STATEMENTS OF ACCOMPLISHMENTS WILL ALSO BE DISTRIBUTED.

A COPY OF THE DIRECTOR'S POLICY WILL BE POSTED ON THE PERMANENT BULLETIN BOARD IN THE PERSONNEL SECTION. IDENTIFICATION OF THE DEPARTMENT'S EEO COUNSELOR WILL ALSO BE POSTED WITH INSTRUCTIONS TO EMPLOYEES ON THE AVAILABILITY OF SUCH A COUNSELOR TO DISCUSS ANY ITEMS REGARDING EEO/AA.

ANY ITEM THAT IS TIMELY OR INTERESTING REGARDING EEO/AA WILL BE POSTED ON THIS BULLETIN BOARD.

NEW EMPLOYEES WILL BE MADE AWARE OF THE DEPARTMENT'S EEO PROGRAM DURING THE NEW EMPLOYEE'S INDOCTRINATION PROGRAM BY THE AA OFFICER.

STAFF MEETINGS WILL INCLUDE DISCUSSION ITEMS ON EEO/AA AS NEEDED.

III. RESPONSIBILITY FOR PROGRAM IMPLEMENTATION

MS. IONA DIONIGI, PERSONNEL OFFICER, WILL SERVE AS THE AFFIRMATIVE ACTION OFFICER AND EQUAL EMPLOYMENT COUNSELOR FOR EQUAL OPPORTUNITY PROGRAMS FOR THE DEPARTMENT. SHE WILL REPORT IN WRITING THE PROGRESS OF THE EEO/AA PROGRAM TO THE DIRECTOR ON A QUARTERLY BASIS.

THE RESPONSIBILITIES OF THE DIRECTOR AND THE AA OFFICER WILL INCLUDE, BUT WILL NOT BE LIMITED TO:

- A. DEVELOPMENT OF POLICY STATEMENTS, EEO/AA PROGRAMS, INTERNAL AND EXTERNAL COMMUNICATIONS.
- B. IDENTIFICATION OF PROBLEM AREAS.
- C. REVIEWING SUPERVISORY PERFORMANCE, RELATING TO THE IMPLEMENTATION OF THE DEPARTMENT'S EEO/AA PROGRAM.
- D. SEEING THAT THE DEPARTMENT'S EEO/AA GOALS ARE MET.
- E. KEEPING ALL EMPLOYEES AWARE OF THE DEPARTMENT'S GOALS AND PROGRAMS.

RESPONSIBILITIES OF THE AFFIRMATIVE ACTION OFFICER

THE AFFIRMATIVE ACTION OFFICER SHALL:

- A. ACT AS A RESOURCE PERSON TO THE DEPARTMENT'S DIVISIONS TO PROVIDE TECHNICAL ASSISTANCE IN PROMOTING EQUAL EMPLOYMENT OPPORTUNITY.
- B. ADVISE THE DIRECTOR OF PROBLEMS AND STATUS RELATING TO THE MOST RECENT REGULATIONS AND GUIDELINES FROM STATE AND FEDERAL AGENCIES AS THEY AFFECT EQUAL EMPLOYMENT OPPORTUNITY WITHIN THE DEPARTMENT.
- C. CONSULT WITH THE DEPARTMENT OF PERSONNEL REGARDING PERSONNEL POLICIES AND PRACTICES AS THEY AFFECT MINORITIES, WOMEN, AND DISADVANTAGED.

- D. RECOMMEND CHANGES IN PROCEDURES TO ELIMINATE PRACTICES OR POLICIES WHICH MIGHT HAVE A DISPARATE AFFECT ON THE EMPLOYMENT AND/OR UPWARD MOBILITY OF MINORITY, FEMALE, DISADVANTAGED AND LOW SKILLED APPLICANTS AND EMPLOYEES WITHIN THE DEPARTMENT.
- E. CONDUCT QUARTERLY EVALUATION OF THE DEPARTMENT AFFIRMATIVE ACTION PLAN WITH EMPHASIS ON PROGRESS MADE TOWARD REALIZING GOALS, AND MAKE RECOMMENDATIONS TO CORRECT ANY DEFICIENCIES NOTED.
- F. GENERATE AND MAINTAIN STATISTICAL INFORMATION ON THE EMPLOYMENT OF MINORITIES AND FEMALES.
- G. ESTABLISH CONTACT WITH COMMUNITY GROUPS AND INDIVIDUALS ABLE TO REFER MINORITY AND FEMALE INDIVIDUALS FOR STATE JOBS.
- H. COORDINATE THE ACTIVITIES OF THE DEPARTMENT AFFIRMATIVE ACTION PLAN WITH THE STATE AFFIRMATIVE ACTION COORDINATOR TO INCLUDE:
 - (1) COMPLETION OF REPORTS ON THE ETHNIC BREAKDOWN OF ALL EMPLOYEES BY SEX, RACIAL CATEGORY AND JOB CLASSIFICATION.
 - (2) SETTING OF GOALS AND TIMETABLES FOR AFFIRMATIVE ACTION OBJECTIVES.
 - (3) COUNSEL EMPLOYEES WITHIN THE AGENCY ON PERSONNEL MATTERS RELATIVE TO THE AFFIRMATIVE ACTION PROGRAM.
 - (4) BE THOROUGHLY FAMILIAR WITH THE RULES AND REGULATIONS OF THE DEPARTMENT OF PERSONNEL, DEPARTMENTAL POLICIES AND PROCEDURES, AS WELL AS FEDERAL AND STATE LAWS AND REGULATIONS GOVERNING EQUAL EMPLOYMENT OPPORTUNITY.
- I. TAKE NECESSARY FOLLOW-UP ACTION ON COMPLAINTS.

RESPONSIBILITIES OF DEPARTMENT'S SUPERVISORY PERSONNEL

DEPARTMENT SUPERVISORS SHALL BE RESPONSIBLE FOR ASSURING EQUAL EMPLOYMENT OPPORTUNITY FOR ALL EMPLOYEES UNDER THEIR DIRECT OR INDIRECT SUPERVISION, IN TRAINING, WORK ASSIGNMENTS, PROMOTIONAL EVALUATIONS AND OPPORTUNITIES, TRANSFERS, CLASSIFICATIONS, ASSIGNMENT OF OVERTIME, AND ALL OTHER TERMS AND CONDITIONS OF EMPLOYMENT. SUPERVISORS SHALL HAVE THE RESPONSIBILITY OF ASSURING THAT GRIEVANCE PROCEDURES ARE STRICTLY ADHERED TO WITHOUT RETALIATION OR REPRISALS. THEY SHALL ALSO:

- A. ASSURE ACCURATE COMPLETION OF REQUIRED REPORTS.
- B. PERIODICALLY INSURE THAT AFFIRMATIVE ACTION OBJECTIVES ARE BEING MET AND THAT MINORITIES AND WOMEN ARE RECEIVING THE SAME OPPORTUNITIES FOR TRAINING, TRANSFER AND PROMOTION AS ALL OTHER EMPLOYEES.

- C. PERIODICALLY CONDUCT STAFF MEETINGS TO REITERATE AFFIRMATIVE ACTION INTENTS AND GOALS AND TO ENCOURAGE EMPLOYEES TO SUPPORT AND PARTICIPATE IN AFFIRMATIVE ACTION ACTIVITIES.

EMPLOYEE COUNSELING

WHENEVER ANY EMPLOYEE HAS ANY COMPLAINT OR PERSONAL PROBLEM HE IS ENCOURAGED TO CONSULT WITH HIS/HER IMMEDIATE SUPERVISOR. IF THE COMPLAINT OR PROBLEM IS OF A NATURE THAT THE EMPLOYEE FEELS IT CANNOT BE HANDLED BY THE IMMEDIATE SUPERVISOR, HE/SHE CAN BE ASSURED THAT THE COMPLAINT OR PROBLEM WILL BE COMPLETELY INVESTIGATED AND A SATISFACTORY SOLUTION WILL BE SOUGHT.

DISCRIMINATION COMPLAINTS AND APPEALS

DISCRIMINATION FOR OR AGAINST ANY PERSON IN RECRUITMENT, EXAMINATION, CLASSIFICATION, TRAINING, PROMOTION, RETENTION, ASSIGNMENTS OF DUTIES, GRANTING OF RIGHTS AND BENEFITS OR ANY OTHER PERSONNEL ACTION BECAUSE OF RACE, CREED, COLOR, SEX, FAMILY RELATIONSHIPS, AGE, POLITICAL OR RELIGIOUS AFFILIATION, ORGANIZATIONAL MEMBERSHIP OR OTHER NON-MERIT FACTORS IS PROHIBITED.

ANY AGGRIEVED EMPLOYEE OR APPLICANT FOR EMPLOYMENT WHO FEELS THAT HE OR SHE HAS BEEN DISCRIMINATED AGAINST BECAUSE OF HIS OR HER RACE, COLOR, SEX, RELIGION OR NATIONAL ORIGIN MAY FILE A CHARGE OF DISCRIMINATION WITH THE STATE AFFIRMATIVE ACTION COORDINATOR, STATE PERSONNEL BOARD, THE U. S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION OR THE EXECUTIVE DIRECTOR OF THE COLORADO STATE DEPARTMENT OF PERSONNEL.

IV. ORGANIZATIONAL EQUAL EMPLOYMENT COMMITMENTS

CLASSIFICATION AND COMPENSATION

IT SHALL BE THE COMMITMENT OF THE DEPARTMENT TO ASSURE THAT:

- A. POSITION DESCRIPTIONS ARE CURRENT AND REFLECT ACCURATE SKILLS AND ABILITIES REQUIREMENTS AS WELL AS REASONABLE QUALIFICATIONS REQUIREMENTS, AND THAT THE POSITIONS ARE CLASSIFIED PROPERLY.
- B. THE CONCEPT OF EQUAL PAY FOR EQUAL WORK IS ADMINISTERED FAIRLY AND EQUITABLY WITHIN THE DEPARTMENT.

RECRUITMENT AND EXAMINATIONS

THE DEPARTMENT IS COMMITTED TO RECRUITING MINORITIES, DISADVANTAGED AND WOMEN, INCLUDING THOSE PERSONS FOR TECHNICAL, PROFESSIONAL, AND HIGH-LEVEL ADMINISTRATIVE POSITIONS, EITHER THROUGH ITS OWN EFFORTS OR THOSE OF THE

DEPARTMENT OF PERSONNEL.

IN THE ADMINISTRATION OF THE DECENTRALIZED EXAMINATION AGREEMENT, EFFORT WILL BE MADE TO SECURE AT LEAST ONE MINORITY OR FEMALE REPRESENTATIVE TO SERVE ON EACH ORAL BOARD CONDUCTED.

PROCESSING OF COMPLAINTS

IT IS THE OBJECTIVE OF THE DEPARTMENT TO PROVIDE PROMPT AND EXPEDITIOUS ATTENTION TO ANY EMPLOYEE COMPLAINT OF DISCRIMINATORY PRACTICE. IN ADDITION, EVERY EFFORT WILL BE MADE TO EFFECT AN EQUITABLE SOLUTION. ALL EMPLOYEES OF THE DEPARTMENT ARE TO BE COMMITTED TO THE FURTHERANCE OF THESE BASIC EE OBJECTIVES.

V. IDENTIFICATION OF PROBLEM AREAS

ON THE FOLLOWING PAGES ARE STAFFING REPORTS WHICH DETAIL EMPLOYEE UTILIZATION WITHIN THE DEPARTMENT BY JOB CLASSIFICATION AND BY SALARY. ALSO INCLUDED IS AN ANALYSIS WHICH POINTS OUT AREAS OF UNDER-UTILIZATION AND CONCENTRATION.

IN PROFESSIONAL CATEGORIES, A HIGH DEGREE OF UNDER-UTILIZATION OF FEMALES EXISTS. WITH THE EXCEPTION OF ONE SPANISH-SURNAMED FEMALE, MINORITY FEMALES ARE NOT REPRESENTED AT ALL. AMONG MALES, THOSE WITH SPANISH SURNAMES ARE NOT WELL-REPRESENTED. ONLY ONE DIVISION HEAD IS A MINORITY AND NONE ARE WOMEN.

NONPROFESSIONAL CATEGORIES SHOW A CONCENTRATION OF FEMALES IN ALL ETHNIC GROUPS AND OF BLACK AND SPANISH-SURNAMED MALES. WHITE MALES ARE UNDER-UTILIZED.

COMPARISON OF DEPARTMENT OF ADMINISTRATION EMPLOYEE UTILIZATION
TO STATE OF COLORADO 1973 MINIMUM WAGE FORCE 6-1-75

| EMPLOYEE CATEGORIES | | | | | | | | | | | | | | TOTAL |
|---|---------|----------------------|----------|----------|---------|---------|---------|----------------------|---------|----------|---------|-----|-------|-------|
| MALE | | | | | | FEMALE | | | | | | | | |
| A-WHITE | B-BLACK | C-SPANISH S.P. AM | D-ASIAN | E-INDIAN | F-OTHER | G-WHITE | H-BLACK | I-SPANISH S.P. AM | J-ASIAN | K-INDIAN | L-OTHER | | | |
| PROFESSIONALS (POP CATEGORIES 1, 2, 3) | | | | | | | | | | | | | | |
| NO. EMPLOYED BY DEPARTMENT (1) 153 | 9 | 9 | 1 | 2 | 0 | 21 | 0 | 1 | 0 | 0 | 0 | 0 | 190 | |
| % OF PROFESSIONALS | 80.0 | 1.0 | 5.0 | 1.0 | 1.0 | 0 | 11.0 | 0 | 1.0 | 0 | 0 | 0 | 100.0 | |
| % OF TOTAL DEPARTMENT EMP | ** 30.9 | .6 * | 1.8 | .2 | .4 * | 0 * | 4.2 * | 0 * | .2 * | 0 * | 0 * | 0 | 38.3 | |
| % OF TOTAL LABOR FORCE | 20.4 | .5 | 2.6 | .1 | .1 | .1 | 12.7 | .5 | 1.4 | .05 | .05 | .05 | 38.5 | |
| NONPROFESSIONALS (POP CATEGORIES 6, 7, 8) | | | | | | | | | | | | | | |
| NO. EMPLOYED BY DEPARTMENT (2) 77 | 38 | (3) 42 | 0 | 2 | 0 | (4) 109 | 18 | 23 | 1 | 1 | 0 | 306 | | |
| % OF NONPROFESSIONALS | 25.0 | 11.0 | 14.0 | 0 | 1.0 | 0 | 35.0 | 5.0 | 7.0 | 1.0 | 1.0 | 0 | 100.0 | |
| % OF TOTAL DEPARTMENT EMP | * 15.5 | ** 6.7 | ** 8.5 * | 0 | .4 * | 0 | ** 22.0 | ** 8.6 | ** 4.6 | .2 | .2 * | 0 | 61.7 | |
| % OF TOTAL LABOR FORCE | 32.5 | .9 | 4.2 | .1 | .1 | .1 | 20.4 | .7 | 2.2 | .08 | .08 | .08 | 61.5 | |
| TOTAL | 230 | 36 | 51 | 1 | 4 | 0 | 130 | 18 | 24 | 1 | 1 | 0 | 496 | |
| % DEPARTMENT | 46.0 | 7.0 | 10.0 | 1.0 | 1.0 | 0 | 26.0 | 3.0 | 4.0 | 1.0 | 1.0 | 0 | 100.0 | |
| % LABOR FORCE | 52.9 | 1.4 | 6.8 | .2 | .2 | .2 | 33.1 | 1.2 | 3.6 | .13 | .13 | .13 | 100.0 | |

KEY:

- * UNDERUTILIZATION
- ** CONCENTRATION
- (1) INCLUDES 1 HANDICAPPED EMPLOYEE
- (2) INCLUDES 9 HANDICAPPED EMPLOYEES
- (3) INCLUDES 4 HANDICAPPED EMPLOYEES
- (4) INCLUDES 2 HANDICAPPED EMPLOYEES
- (CAPITAL BUILDINGS EMPLOYEES 14 HANDICAPPED INDIVIDUAL POP CATEGORIES 3)

UTILIZATION ANALYSIS BY JOB CATEGORY 6-1-75

EMPLOYEE CATEGORIES

JOB CATEGORIES

| NO. | CLASS | MALE | | | | | | FEMALE | | | | | | VACANT |
|-------|----------------------------|---------|---------|-----------------------|---------|----------------------|---------|---------|---------|-----------------------|---------|----------------------|---------|--------|
| | | A-WHITE | B-BLACK | C-SPANISH AMERICAN | D-ASIAN | E-AMERICAN INDIAN | F-OTHER | G-WHITE | H-BLACK | I-SPANISH AMERICAN | J-ASIAN | K-AMERICAN INDIAN | L-OTHER | |
| (1) | OFFICIALS & ADMINISTRATORS | | | | | | | | | | | | | |
| 0138 | State Archivist | 1 | | | | | | | | | | | | |
| 11025 | Dep Dir, Dept of Admin | 1 | | | | | | | | | | | | |
| 1024 | Asst Dir, Dept of Admin | 1 | | | | | | | | | | | | |
| 1028 | State Comm. Coord. | | 1 | | | | | | | | | | | |
| 1079 | Dir. Div. Mgmt. Soc. | 1 | | | | | | | | | | | | |
| 1118 | Asst. State Controller | | | | | | | | | | | | | 1 |
| 1119 | State Controller | 1 | | | | | | | | | | | | |
| 1606 | Asst. State Purch. Dir. | 1 | | | | | | | | | | | | |
| 1609 | State Purchasing Dir. | 1 | | | | | | | | | | | | |
| 2798 | Director of ADP | 1 | | | | | | | | | | | | |
| 3229 | Dir. of Public Works | | | | | | | | | | | | | 1 |
| | TOTAL | 8 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| (2) | PROFESSIONALS | | | | | | | | | | | | | |
| 0131 | Archivist | | | | 1 | | | 1 | | | | | | |
| 0132 | Archivist | 5 | | | | | | 1 | | | | | | 1 |
| 1002 | Admin. Asst. I | | | | | | | | | | | | | 1 |
| 1003 | Admin. Asst. II | 2 | | | | | | 1 | | | | | | |
| 1004 | Admin. Asst. III | 2 | | | | | | 1 | | | | | | |
| 1005 | Admin. Asst. IV | | | | | | | | | | | | | 1 |
| 1051 | Asst. Mgmt. Analyst | | | | | | | | | | | | | |
| 1052 | Mgmt. Analyst | 3 | | | | | | 1 | | | | | | |
| 1053 | Asst. Mgmt. Analyst | 1 | | | | | | | | | | | | |
| 1054 | Prin. Mgmt. Analyst | 2 | | | | | | | | | | | | |
| 1062 | Systems Analyst | 10 | | 1 | | | | 2 | | | | | | |
| 1063 | Sr. Systems Analyst | 14 | | 1 | | | | 2 | | | | | | |
| 1064 | Prin. Systems Analyst | 5 | | 1 | | | | | | | | | | 1 |
| 1078 | Mgmt. Consultant | 2 | | | | | | | | | | | | |
| 1100 | Asst. Accountant | | | | | | | 2 | | | | | | |
| 1101 | Asst. Accountant | | | | | | | | | | | | | |
| 1102 | Accountant | | | | | | | 1 | | | | | | |
| 1103 | Sr. Accountant | 1 | | | | | | | | | | | | |

EXHIBIT 1

35-113
JOB CATEGORIES

EMPLOYEE CATEGORIES
MANP.

| NO. | CLASS | FEMALE | | | | | | | | | | | | VARIANT |
|-----------------|-----------------------------|---------|---------|------------------------------------|---------|----------|---------|---------|---------|------------------------------------|---------|----------|---------|---------|
| | | A-WHITE | B-BLACK | C-SAMITON SARUNATED AMERICAN | D-ASIAN | E-INDIAN | F-OTHER | G-WHITE | H-BLACK | I-SAMITON SARUNATED AMERICAN | J-ASIAN | K-INDIAN | L-OTHER | |
| 1104 | Chief Accountant I | 1 | | | | | | | | | | | | |
| 1105 | Chief Accountant II | 2 | | | | | | | | | | | | |
| 1109 | Acct. Specialist I | 3 | | | | | | 1 | | | | | | |
| 1110 | Acct. Specialist II | 1 | | | | | | | | | | | | |
| 1422 | Personnel Officer I | | | | | | | 1 | | | | | | |
| 1601 | Buyer | | | | | | | 1 | | | | | | |
| 1602 | Sr. Buyer | 4 | | 1 | | | | | | | | | | |
| 1608 | Suppl. Procurement Officer | 1 | | | | | | | | | | | | |
| 2774 | MRP Software Spec I | 1 | | | | | | | | | | | | |
| 2775 | MRP Software Spec II | | | 1 | | | | | | | | | | |
| 2793 | Mgr of MRP Dept III | 1 | | | | | | | | | | | | |
| 2794 | Sr. MRP Plan. Coord. | 2 | | | | | | | | | | | | |
| 2795 | Mgr MRP Sys Dev | 1 | | | | | | | | | | | | |
| 2796 | Mgr. State MRP Plans | 1 | | | | | | | | | | | | |
| 3102 | Auto. Eng. Engineer | 1 | | | | | | | | | | | | |
| 3174 | Sr. Publics. Engr. | 3 | | | | | | | | | | | | |
| 3209 | Elct. & Auto. Mgr. I | 1 | | | | | | | | | | | | |
| 3211 | Auto. Elct. & Auto. Mgr. II | 1 | | | | | | | | | | | | |
| 3224 | Admin. Engineer | 1 | | | | | | | | | | | | |
| 3383 | Comm. Specialist | 3 | | | | | | | | | | | | |
| 3384 | Comm. Engineer | | | | | | | | | | | | | 1 |
| 3397 | Tele. & Data. Soc. Mgr. | 1 | | | | | | | | | | | | |
| 3603 | Architect | 1 | | | | | | | | | | | | |
| 3606 | Plan. Architect | 1 | | | | | | | | | | | | |
| 4120 | Chief of Publics. Orgs. | 1 | | 1 | | 1 | | | | | | | | |
| TOTAL | | 19 | 0 | 5 | 1 | 0 | 0 | 15 | 0 | 0 | 0 | 0 | 0 | 5 |
| (3) TECHNICIANS | | | | | | | | | | | | | | |
| 2692 | Sr. Graphic Arts Tech | | | 1 | | | | | | | | | | |
| 2694 | Plan. Graphic Arts Tech | | | | | | | | | | | | | 1 |
| 2696 | Supr. Graphic Arts Tech | | | 1 | | | | | | | | | | |
| 2721 | Camp. Opt. | 1 | 1 | | | | | 1 | | | | | | 2 |
| 2722 | Sr. Camp. Opt. | 4 | | | | 1 | | | | | | | | |

EMPLOYEE CATEGORIES

JOB CATEGORIES

MALE

FEMALE

| NO. | CLASS | A-WHITE | B-BLACK | C-SPANISH SPEAKING AMERICAN | D-ASIAN AMERICAN | E-INDIAN | F-OTHER | G-WHITE | H-BLACK | I-SPANISH SPEAKING AMERICAN | J-ASIAN AMERICAN | K-INDIAN | L-OTHER | VACANT |
|------|---------------------|---------|---------|-----------------------------------|---------------------|----------|---------|---------|---------|-----------------------------------|---------------------|----------|---------|--------|
| 2724 | Comp Supv I | 2 | | | | 1 | | | | | | | | 1 |
| 2750 | Comp Prog Tech | 1 | | | | | | | | | | | | |
| 2751 | Comp Prog | 2 | | | | | | 1 | | | | | | |
| 2752 | Comp Prog | 12 | | | | | | 3 | | 1 | | | | 1 |
| 2753 | Comp Prog | 3 | | 1 | | | | 1 | | | | | | 2 |
| 2754 | Comp Prog Supv | 2 | | | | | | | | | | | | |
| 2758 | Data Proc Scheduler | 2 | | | | | | | | | | | | |
| 2762 | Data Proc Mgmt | 1 | | | | | | | | | | | | |
| 4222 | Communications Tech | 1 | | | | | | | | | | | | |
| 4243 | Comm Tech | 7 | 1 | 1 | | | | | | | | | | |
| 4244 | Sub Comm Tech | 13 | | | | | | | | | | | | 1 |
| 4245 | Prim Comm Tech | 10 | | | | | | | | | | | | |
| 4247 | Chief Comm Tech | 5 | | | | | | | | | | | | |
| | TOTAL | 66 | 2 | 4 | 0 | 2 | 0 | 6 | 0 | 1 | 0 | 0 | 0 | 8 |
| (6) | OFFICE & CLERICAL | | | | | | | | | | | | | |
| 1612 | Supply Officer | | | 1 | | | | 1 | | | | | | |
| 1613 | Sub Supply Officer | 1 | | | | | | | | | | | | |
| 1614 | Prim Supply Officer | 1 | | | | | | | | | | | | |
| 2001 | Clerk A | | | | | | | | | | | | | |
| 2002 | Clerk B | 6 | 1 | 2 | | | | 5 | | 1 | | | | 1 |
| 2003 | Admin Clerk A | 1 | | 1 | | | | 5 | 2 | | 1 | | | 2 |
| 2004 | Admin Clerk B | | | | | | | 11 | | 1 | | | | 1 |
| 2006 | Chief Admin Clerk | 1 | | | | | | 8 | | 1 | | | | |
| 2008 | Typist A | | | | | | | | | | | | | 1 |
| 2011 | Typist B | 1 | | | | | | 15 | | 4 | | | | |
| 2013 | Adm Clk Typ A | | | | | | | 4 | | 1 | | | | 2 |
| 2019 | Adm Clk Typ B | | | | | | | 2 | | | | | | |
| 2020 | Steno Typewriter | | | | | | | | | | | | | 1 |
| 2021 | Secretary I A | | | | | | | 3 | | | | | | 1 |
| 2022 | Secretary I B | | | | | | | 3 | | | | | | |
| 2023 | Secretary II | | | | | | | 2 | | | | | | |
| 2026 | Clerk Supv I | | | | | | | 1 | | | | | | |



28 113

EMPLOYEE CATEGORIES

JOB CATEGORIES

NAME

| | | FEMALE | | | | | | | | | | | | | |
|---------------------------|---------------------|-----------|-----------|--------------|-----------|---------------------|-----------|-----------|-----------|--------------|-----------|---------------------|-----------|-----------|-------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| | | A - WHITE | B - BLACK | C - HISPANIC | D - ASIAN | E - AMERICAN INDIAN | F - OTHER | G - WHITE | H - BLACK | I - HISPANIC | J - ASIAN | K - AMERICAN INDIAN | L - OTHER | M - TOTAL | N - PERCENT |
| 2027 | Chk Supv II | | | | | | | 4 | | | | | | | |
| 2414 | Storkman | 1 | | 1 | | | | | | | | | | | 3 |
| 2416 | St Storkman | 2 | 3 | | | | | | | | | | | | 1 |
| 2502 | PBX Opv II | | | | | | | 3 | | | | | | | |
| 2504 | Supv PBX Opv II | | | | | | | 1 | | | | | | | |
| 2610 | Op Dup Mach Opv | 1 | | | | | | | | | | | | | |
| 2650 | Op Rept Mach Opv | 2 | | | | | | | | | | | | | |
| 2652 | Rept Mach Opv | 3 | | | 1 | | | | | | | | | | |
| 2653 | St Rept Mach Opv | 1 | | | | | | | | 1 | | | | | |
| 2654 | Prin Rept Mach Opv | 1 | | | | | | | | | | | | | |
| 2701 | Key Punch Opv | | | | | | | 16 | 5 | 4 | | 1 | | | 5 |
| 2702 | St Key Punch Opv | | | | | | | 10 | 3 | 2 | | | | | |
| 2704 | Key Punch Supv | | | | | | | 1 | | | | | | | |
| 2705 | St Key Punch Supv | | | | | | | 1 | | | | | | | |
| 2731 | Tab Cont Clerk | | | | | | | 2 | | 1 | | | | | |
| 2732 | St Tab Cont Clerk | | | | | | | 3 | | | | | | | 1 |
| 2734 | Tab Cont Supv | | | | | | | 2 | | | | | | | |
| 2736 | Mag Repd Woman | | | | | | | 1 | | | | | | | |
| TOTAL | | 22 | 4 | 6 | 0 | 0 | 0 | 104 | 10 | 16 | 1 | 1 | 0 | | 17 |
| (T) SKILLED CRAFT WORKERS | | | | | | | | | | | | | | | |
| 4004 | Supv Groundsman | | | 1 | | | | | | | | | | | |
| 4105 | St Bldg Trade Maint | 3 | | 2 | | | | | | | | | | | 2 |
| 4119 | St Pub Wks Insp | 5 | | | | | 1 | | | | | | | | |
| 4134 | Electrician | 1 | | | | | | | | | | | | | |
| 4144 | Painter | 4 | 1 | | | | | | | | | | | | |
| 4146 | Painter Foreman | 1 | | | | | | | | | | | | | |
| 44193 | Plant Mch Foreman | 1 | | | | | | | | | | | | | |
| 44195 | St Plant Mch Fore | 1 | | | | | | | | | | | | | |
| 4202 | Maint Mechanic | 2 | | 1 | | | | | | | | | | | 1 |
| 4204 | St Maint Mech | 1 | | 1 | | 1 | | | | | | | | | |
| 4206 | Maint Mech Fore | 1 | | | | | | | | | | | | | |
| TOTAL | | 20 | 1 | 5 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |

EMPLOYEE CATEGORIES

MALE

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EMPLOYMENT DATA AS OF 6-1-75

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL TIME EMPLOYEES (Temporary employees not included)

| JOB CATEGORIES | ANNUAL SALARY (In thousands) (000) | MALE | | | | | | FEMALE | | | | | | COL TOTALS |
|---------------------------|--|-------|-------|--------------------|-------------|------------|-------|--------|-------|--------------------|-------------|----------|-------|------------|
| | | WHITE | BLACK | SPAN SURNAME AMER. | ASIAN AMER. | AMER. IND. | OTHER | WHITE | BLACK | SPAN SURNAME AMER. | ASIAN AMER. | AMER IND | OTHER | |
| | | A | B | C | D | E | F | G | H | I | J | K | L | |
| OFFICIALS/ ADMINISTRATORS | 1. 4.9 | | | | | | | | | | | | | |
| | 2. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 3. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 4. 15.0 - 19.9 | 1 | | | | | | | | | | | | 1 |
| | 5. 20.0 - 24.9 | 4 | 1 | | | | | | | | | | | 5 |
| | 6. 25.0 - 29.9 | 2 | | | | | | | | | | | | 2 |
| | 7. 30.0 - 34.9 | 1 | | | | | | | | | | | | 1 |
| | 8. 35.0 PLUS | | | | | | | | | | | | | |
| PROFESSIONALS | 9. 4.9 | | | | | | | | | | | | | |
| | 10. 5.0 - 9.9 | | | | 1 | | | 1 | | | | | | 2 |
| | 11. 10.0 - 14.9 | 16 | | | | | | 7 | | | | | | 23 |
| | 12. 15.0 - 19.9 | 39 | | 4 | | | | 7 | | | | | | 50 |
| | 13. 20.0 - 24.9 | 19 | | 1 | | | | | | | | | | 20 |
| | 14. 25.0 - 29.9 | 5 | | | | | | | | | | | | 5 |
| | 15. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 16. 35.0 PLUS | | | | | | | | | | | | | |
| TECHNICIANS | 17. 4.9 | | | | | | | | | | | | | |
| | 18. 5.0 - 9.9 | 2 | 1 | | | | | 1 | | | | | | 4 |
| | 19. 10.0 - 14.9 | 54 | 1 | 3 | | 2 | | 4 | | 1 | | | | 65 |
| | 20. 15.0 - 19.9 | 10 | | 1 | | | | 1 | | | | | | 12 |
| | 21. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 22. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 23. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 24. 35.0 PLUS | | | | | | | | | | | | | |
| OFFICE/ CLERICAL | 41. 4.9 | 1 | | | | | | | | | | | | 1 |
| | 42. 5.0 - 9.9 | 16 | 4 | 5 | | | | 90 | 10 | 15 | 1 | 1 | | 142 |
| | 43. 10.0 - 14.9 | 4 | | 1 | | | | 14 | | 1 | | | | 20 |
| | 44. 15.0 - 19.9 | 1 | | | | | | | | | | | | 1 |
| | 45. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 46. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 47. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 48. 35.0 PLUS | | | | | | | | | | | | | |
| SKILLED CRAFT | 49. 4.9 | | | | | | | | | | | | | |
| | 50. 5.0 - 9.9 | 3 | | 2 | | | | | | | | | | 5 |
| | 51. 10.0 - 14.9 | 14 | 1 | 3 | | 1 | | | | | | | | 19 |
| | 52. 15.0 - 19.9 | 3 | | | | | | | | | | | | 4 |
| | 53. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 54. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 55. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 56. 35.0 PLUS | | | | | | | | | | | | | |
| SEMI/ MAINTENANCE | 57. 4.9 | | | | | | | | | | | | | |
| | 58. 5.0 - 9.9 | 34 | 26 | 30 | | | | 5 | 8 | 7 | | | | 110 |
| | 59. 10.0 - 14.9 | 1 | 2 | 1 | | | | | | | | | | 4 |
| | 60. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 61. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 62. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 63. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 64. 35.0 PLUS | | | | | | | | | | | | | |
| TOTAL FULL TIME | | 230 | 36 | 51 | 1 | 4 | 0 | 130 | 18 | 24 | 1 | 1 | 0 | 496 |
| COL TOTALS | | | | | | | | | | | | | | |

EMPLOYMENT DATA AS OF 6-1-75

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL TIME EMPLOYEES (Temporary employees not included)

| JOB CATEGORIES | ANNUAL SALARY (In thousands) (000) | MALE | | | | | | FEMALE | | | | | | COL TOTALS |
|------------------------------|--|-------|-------|--------------------|-------------|-----------|-------|--------|-------|--------------------|-------------|-----------|-------|------------|
| | | WHITE | BLACK | SPAN SURNAME AMER. | ASIAN AMER. | AMER IND. | OTHER | WHITE | BLACK | SPAN SURNAME AMER. | ASIAN AMER. | AMER IND. | OTHER | |
| | | A | B | C | D | E | F | G | H | I | J | K | L | |
| OFFICIALS/ ADMINISTRATORS | 1. 4.9 | | | | | | | | | | | | | |
| | 2. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 3. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 4. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 5. 20.0 - 24.9 | 2 | | | | | | | | | | | | 2 |
| | 6. 25.0 - 29.9 | 1 | | | | | | | | | | | | 1 |
| | 7. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 8. 35.0 PLUS | | | | | | | | | | | | | |
| PROFESSIONALS | 9. 4.9 | | | | | | | | | | | | | |
| | 10. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 11. 10.0 - 14.9 | 3 | | | | | | 3 | | | | | | 6 |
| | 12. 15.0 - 19.9 | 3 | | | | | | | | | | | | 3 |
| | 13. 20.0 - 24.9 | 1 | | | | | | | | | | | | 1 |
| | 14. 25.0 - 29.9 | 2 | | | | | | | | | | | | 2 |
| | 15. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 16. 35.0 PLUS | | | | | | | | | | | | | |
| TECHNICIANS | 17. 4.9 | | | | | | | | | | | | | |
| | 18. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 19. 10.0 - 14.9 | | | 2 | | | | | | | | | | 2 |
| | 20. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 21. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 22. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 23. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 24. 35.0 PLUS | | | | | | | | | | | | | |
| OFFICE/ CLERICAL | 41. 4.9 | | | | | | | | | | | | | |
| | 42. 5.0 - 9.9 | 7 | 3 | 2 | | | | 12 | | 1 | 1 | | | 26 |
| | 43. 10.0 - 14.9 | 1 | | | | | | 2 | | | | | | 3 |
| | 44. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 45. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 46. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 47. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 48. 35.0 PLUS | | | | | | | | | | | | | |
| SKILLED CRAFT | 49. 4.9 | | | | | | | | | | | | | |
| | 50. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 51. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 52. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 53. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 54. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 55. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 56. 35.0 PLUS | | | | | | | | | | | | | |
| SERVICES/ MAINTENANCE | 57. 4.9 | | | | | | | | | | | | | |
| | 58. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 59. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 60. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 61. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 62. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 63. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 64. 35.0 PLUS | | | | | | | | | | | | | |
| TOT. FULL TIME | | 20 | 3 | 4 | 0 | 0 | 0 | 17 | 0 | 1 | 1 | 0 | 0 | 46 |
| COL TOTALS | | | | | | | | | | | | | | |

EMPLOYMENT DATA AS OF 6-7-75

(Do not include elected/appointed officials. Blanks will be counted as zero)

I. FULL TIME EMPLOYEES (Temporary employees not included)

| JOB CATEGORIES | ANNUAL SALARY (in thousands) (000) | MALE | | | | | | FEMALE | | | | | | COL TOTALS |
|------------------------------|--|------------|------------|-------------------------|------------------|----------------|------------|------------|------------|-------------------------|------------------|----------------|------------|------------|
| | | WHITE A | BLACK B | SPAN SURNAME AMER. C | ASIAN AMER. D | AMER IND. E | OTHER F | WHITE G | BLACK H | SPAN SURNAME AMER. I | ASIAN AMER. J | AMER IND. K | OTHER L | |
| OFFICIALS/ ADMINISTRATORS | 1 4.9 | | | | | | | | | | | | | |
| | 2 5.0 - 9.9 | | | | | | | | | | | | | |
| | 3 10.0 - 14.9 | | | | | | | | | | | | | |
| | 4 15.0 - 19.9 | | | | | | | | | | | | | |
| | 5 20.0 - 24.9 | 1 | | | | | | | | | | | | 1 |
| | 6 25.0 - 29.9 | | | | | | | | | | | | | |
| | 7 30.0 - 34.9 | | | | | | | | | | | | | |
| | 8 35.0 PLUS | | | | | | | | | | | | | |
| PROFESSIONALS | 9 4.9 | | | | | | | | | | | | | |
| | 10 5.0 - 9.9 | | | | | | | | | | | | | |
| | 11 10.0 - 14.9 | | | | | | | 2 | | | | | | 2 |
| | 12 15.0 - 19.9 | 2 | | | | | | 3 | | | | | | 5 |
| | 13 20.0 - 24.9 | 4 | | | | | | | | | | | | 4 |
| | 14 25.0 - 29.9 | 1 | | | | | | | | | | | | 1 |
| | 15 30.0 - 34.9 | | | | | | | | | | | | | |
| | 16 35.0 PLUS | | | | | | | | | | | | | |
| TECHNICIANS | 17 4.9 | | | | | | | | | | | | | |
| | 18 5.0 - 9.9 | | | | | | | | | | | | | |
| | 19 10.0 - 14.9 | | | | | | | | | | | | | |
| | 20 15.0 - 19.9 | | | | | | | | | | | | | |
| | 21 20.0 - 24.9 | | | | | | | | | | | | | |
| | 22 25.0 - 29.9 | | | | | | | | | | | | | |
| | 23 30.0 - 34.9 | | | | | | | | | | | | | |
| | 24 35.0 PLUS | | | | | | | | | | | | | |
| OFFICE/ CLERICAL | 25 4.9 | | | | | | | | | | | | | |
| | 26 5.0 - 9.9 | 1 | | | | | | 20 | 1 | 2 | | | | 24 |
| | 27 10.0 - 14.9 | | | | | | | 7 | | | | | | 7 |
| | 28 15.0 - 19.9 | | | | | | | | | | | | | |
| | 29 20.0 - 24.9 | | | | | | | | | | | | | |
| | 30 25.0 - 29.9 | | | | | | | | | | | | | |
| | 31 30.0 - 34.9 | | | | | | | | | | | | | |
| | 32 35.0 PLUS | | | | | | | | | | | | | |
| SKILLED CRAFT | 33 4.9 | | | | | | | | | | | | | |
| | 34 5.0 - 9.9 | | | | | | | | | | | | | |
| | 35 10.0 - 14.9 | | | | | | | | | | | | | |
| | 36 15.0 - 19.9 | | | | | | | | | | | | | |
| | 37 20.0 - 24.9 | | | | | | | | | | | | | |
| | 38 25.0 - 29.9 | | | | | | | | | | | | | |
| | 39 30.0 - 34.9 | | | | | | | | | | | | | |
| | 40 35.0 PLUS | | | | | | | | | | | | | |
| SERVICE/ MAINTENANCE | 41 4.9 | | | | | | | | | | | | | |
| | 42 5.0 - 9.9 | | | 1 | | | | | | | | | | 1 |
| | 43 10.0 - 14.9 | | | | | | | | | | | | | |
| | 44 15.0 - 19.9 | | | | | | | | | | | | | |
| | 45 20.0 - 24.9 | | | | | | | | | | | | | |
| | 46 25.0 - 29.9 | | | | | | | | | | | | | |
| | 47 30.0 - 34.9 | | | | | | | | | | | | | |
| | 48 35.0 PLUS | | | | | | | | | | | | | |
| TOT. FULL TIME | | 9 | 0 | 1 | 0 | 0 | 0 | 32 | 1 | 2 | 0 | 0 | 0 | 45 |
| | COL TOTALS | | | | | | | | | | | | | |

EMPLOYMENT DATA AS OF 6-1-75

(Do not include elected/appointed officials. Blanks will be counted as zero)

I. FULL TIME EMPLOYEES (Temporary employees not included)

| JOB CATEGORIES | ANNUAL SALARY (In Thousands) (000) | MALE | | | | | | FEMALE | | | | | | COL TOTALS |
|------------------------------|--|------------|-------|--------------------|-------------|-----------|-------|--------|-------|--------------------|-------------|-----------|-------|------------|
| | | WHITE | BLACK | SPAN SURNAME AMER. | ASIAN AMER. | AMER IND. | OTHER | WHITE | BLACK | SPAN SURNAME AMER. | ASIAN AMER. | AMER IND. | OTHER | |
| OFFICIALS/ ADMINISTRATORS | 1. 4.9 | | | | | | | | | | | | | |
| | 2. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 3. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 4. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 5. 20.0 - 24.9 | 1 | | | | | | | | | | | | 1 |
| | 6. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 7. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 8. 35.0 PLUS | | | | | | | | | | | | | |
| PROFESSIONALS | 9. 4.9 | | | | | | | | | | | | | |
| | 10. 5.0 - 9.9 | | | | 1 | | | 1 | | | | | | 2 |
| | 11. 10.0 - 14.9 | 5 | | | | | | 1 | | | | | | 6 |
| | 12. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 13. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 14. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 15. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 16. 35.0 PLUS | | | | | | | | | | | | | |
| TECHNICIANS | 17. 4.9 | | | | | | | | | | | | | |
| | 18. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 19. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 20. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 21. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 22. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 23. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 24. 35.0 PLUS | | | | | | | | | | | | | |
| OFFICE/ CLERICAL | 41. 4.9 | | | | | | | | | | | | | |
| | 42. 5.0 - 9.9 | 3 | | 1 | | | | 6 | 1 | 1 | | | | 12 |
| | 43. 10.0 - 14.9 | 1 | | | | | | | | | | | | 1 |
| | 44. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 45. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 46. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 47. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 48. 35.0 PLUS | | | | | | | | | | | | | |
| SKILLED CRAFT | 49. 4.9 | | | | | | | | | | | | | |
| | 50. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 51. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 52. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 53. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 54. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 55. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 56. 35.0 PLUS | | | | | | | | | | | | | |
| SERVICE/ MAINTENANCE | 57. 4.9 | | | | | | | | | | | | | |
| | 58. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 59. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 60. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 61. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 62. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 63. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 64. 35.0 PLUS | | | | | | | | | | | | | |
| TOT. FULL TIME | | COL TOTALS | | | | | | | | | | | | |
| | | 10 | 0 | 1 | 1 | 0 | 0 | 8 | 1 | 1 | 0 | 0 | 0 | 22 |

EMPLOYMENT DATA AS OF 6-1-75

(Do not include elected/appointed officials. Blanks will be counted as zero)

I. FULL TIME EMPLOYEES (Temporary employees not included)

| JOB CATEGORIES | ANNUAL SALARY (in thousands) (000) | MALE | | | | | | FEMALE | | | | | | COL. TOTALS |
|---------------------------|--|-------|-------|--------------------|-------------|------------|-------|--------|-------|--------------------|-------------|------------|-------|-------------|
| | | WHITE | BLACK | SPAN SURNAME AMER. | ASIAN AMER. | AMER. IND. | OTHER | WHITE | BLACK | SPAN SURNAME AMER. | ASIAN AMER. | AMER. IND. | OTHER | |
| | | A | B | C | D | E | F | G | H | I | J | K | L | |
| OFFICIALS/ ADMINISTRATORS | 1. 4.9 | | | | | | | | | | | | | |
| | 2. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 3. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 4. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 5. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 6. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 7. 30.0 - 34.9 | 1 | | | | | | | | | | | | 1 |
| | 8. 35.0 PLUS | | | | | | | | | | | | | |
| PROFESSIONALS | 9. 4.9 | | | | | | | | | | | | | |
| | 10. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 11. 10.0 - 14.9 | 4 | | | | | | | | | | | | 4 |
| | 12. 15.0 - 19.9 | 22 | | 2 | | | | 4 | | | | | | 29 |
| | 13. 20.0 - 24.9 | 8 | | 1 | | | | | | | | | | 9 |
| | 14. 25.0 - 29.9 | 2 | | | | | | | | | | | | 2 |
| | 15. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 16. 35.0 PLUS | | | | | | | | | | | | | |
| TECHNICIANS | 17. 4.9 | | | | | | | | | | | | | |
| | 18. 5.0 - 9.9 | 2 | 1 | | | | | 1 | | | | | | 4 |
| | 19. 10.0 - 14.9 | 23 | | | | 2 | | 4 | | 1 | | | | 30 |
| | 20. 15.0 - 19.9 | 5 | | 1 | | | | 1 | | | | | | 7 |
| | 21. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 22. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 23. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 24. 35.0 PLUS | | | | | | | | | | | | | |
| OFFICE/ CLERICAL | 41. 4.9 | 1 | | | | | | | | | | | | 1 |
| | 42. 5.0 - 9.9 | 3 | | 1 | | | | 28 | 7 | 11 | | 1 | | 51 |
| | 43. 10.0 - 14.9 | 1 | | | | | | 2 | | | | | | 3 |
| | 44. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 45. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 46. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 47. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 48. 35.0 PLUS | | | | | | | | | | | | | |
| SKILLED CRAFT | 49. 4.9 | | | | | | | | | | | | | |
| | 50. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 51. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 52. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 53. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 54. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 55. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 56. 35.0 PLUS | | | | | | | | | | | | | |
| SERVICE/ MAINTENANCE | 57. 4.9 | | | | | | | | | | | | | |
| | 58. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 59. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 60. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 61. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 62. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 63. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 64. 35.0 PLUS | | | | | | | | | | | | | |
| TOTAL FULL TIME | | 72 | 1 | 6 | 0 | 2 | 0 | 40 | 7 | 12 | 0 | 1 | 0 | 141 |
| COL. TOTALS | | | | | | | 25 | | | | | | | |

EMPLOYMENT DATA AS OF 6-1-75

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL TIME EMPLOYEES (Temporary employees not included)

| JOB CATEGORIES | ANNUAL SALARY (In Thousands) (000) | MALE | | | | | | FEMALE | | | | | | COL TOTALS |
|------------------------------|--|-------|-------|--------------------|-------------|------------|-------|--------|-------|--------------------|-------------|------------|-------|------------|
| | | WHITE | BLACK | SPAN SURNAME AMER. | ASIAN AMER. | AMER. IND. | OTHER | WHITE | BLACK | SPAN SURNAME AMER. | ASIAN AMER. | AMER. IND. | OTHER | |
| | | A | B | C | D | E | F | G | H | I | J | K | L | |
| OFFICIALS/ ADMINISTRATORS | 1. 4.9 | | | | | | | | | | | | | |
| | 2. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 3. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 4. 15.0 - 19.9 | 1 | | | | | | | | | | | | 1 |
| | 5. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 6. 25.0 - 29.9 | 1 | | | | | | | | | | | | 1 |
| | 7. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 8. 35.0 PLUS | | | | | | | | | | | | | |
| PROFESSIONALS | 9. 4.9 | | | | | | | | | | | | | |
| | 10. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 11. 10.0 - 14.9 | 3 | | | | | | 1 | | | | | | 4 |
| | 12. 15.0 - 19.9 | 1 | | 1 | | | | | | | | | | 2 |
| | 13. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 14. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 15. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 16. 35.0 PLUS | | | | | | | | | | | | | |
| TECHNICIANS | 17. 4.9 | | | | | | | | | | | | | |
| | 18. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 19. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 20. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 21. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 22. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 23. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 24. 35.0 PLUS | | | | | | | | | | | | | |
| OFFICE/ CLERICAL | 41. 4.9 | | | | | | | | | | | | | |
| | 42. 5.0 - 9.9 | | | | | | | 5 | 1 | | | | | 6 |
| | 43. 10.0 - 14.9 | | | | | | | 1 | | | | | | 1 |
| | 44. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 45. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 46. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 47. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 48. 35.0 PLUS | | | | | | | | | | | | | |
| SKILLED CRAFT | 49. 4.9 | | | | | | | | | | | | | |
| | 50. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 51. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 52. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 53. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 54. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 55. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 56. 35.0 PLUS | | | | | | | | | | | | | |
| SERVICE/ MAINTENANCE | 57. 4.9 | | | | | | | | | | | | | |
| | 58. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 59. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 60. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 61. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 62. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 63. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 64. 35.0 PLUS | | | | | | | | | | | | | |
| TOT. FULL TIME | | 6 | 0 | 1 | 0 | 0 | 0 | 7 | 1 | 0 | 0 | 0 | 0 | 15 |
| COL TOTALS | | | | | | | | | | | | | | |

EMPLOYMENT DATA AS OF 6-1-75

(Do not include elected/appointed officials. Blanks will be counted as zero)

I. FULL TIME EMPLOYEES (Temporary employees not included)

| JOB CATEGORIES | ANNUAL SALARY (In Thousands) (000) | MALE | | | | | | FEMALE | | | | | | COL TOTALS |
|------------------------------|--|------------|------------|-------------------------|------------------|-----------------|------------|------------|------------|--------------------------|------------------|----------------|------------|------------|
| | | WHITE A | BLACK B | SPAN SURNAME AMER. C | ASIAN AMER. D | AMER. IND. E | OTHER F | WHITE G | BLACK H | SPAN. SURNAME AMER. I | ASIAN AMER. J | AMER IND. K | OTHER L | |
| OFFICIALS/ ADMINISTRATORS | 1. 4.9 | | | | | | | | | | | | | |
| | 2. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 3. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 4. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 5. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 6. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 7. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 8. 35.0 PLUS | | | | | | | | | | | | | |
| PROFESSIONALS | 9. 4.9 | | | | | | | | | | | | | |
| | 10. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 11. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 12. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 13. 20.0 - 24.9 | 1 | | | | | | | | | | | | 1 |
| | 14. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 15. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 16. 35.0 PLUS | | | | | | | | | | | | | |
| TECHNICIANS | 17. 4.9 | | | | | | | | | | | | | |
| | 18. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 19. 10.0 - 14.9 | 1 | | | | | | | | | | | | 1 |
| | 20. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 21. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 22. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 23. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 24. 35.0 PLUS | | | | | | | | | | | | | |
| OFFICE/ CLERICAL | 41. 4.9 | | | | | | | | | | | | | |
| | 42. 5.0 - 9.9 | 2 | 1 | 1 | | | | 2 | | 1 | | | | 6 |
| | 43. 10.0 - 14.9 | 1 | | 1 | | | | | | | | | | 3 |
| | 44. 15.0 - 19.9 | 1 | | | | | | | | | | | | 1 |
| | 45. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 46. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 47. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 48. 35.0 PLUS | | | | | | | | | | | | | |
| SKILLED CRAFT | 49. 4.9 | | | | | | | | | | | | | |
| | 50. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 51. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 52. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 53. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 54. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 55. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 56. 35.0 PLUS | | | | | | | | | | | | | |
| SEMI- MAINTENANCE | 57. 4.9 | | | | | | | | | | | | | |
| | 58. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 59. 10.0 - 14.9 | 1 | | 1 | | | | | | | | | | 2 |
| | 60. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 61. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 62. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 63. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 64. 35.0 PLUS | | | | | | | | | | | | | |
| TOTAL FULL TIME | | 7 | 1 | 3 | 0 | 0 | 0 | 2 | 0 | 1 | 0 | 0 | 0 | 14 |
| COL TOTALS | | | | | | | | | | | | | | |

EMPLOYMENT DATA AS OF 6-1-75

(Do not include elected/appointed officials. Blanks will be counted as zero)

I. FULL TIME EMPLOYEES (Temporary employees not included)

| JOB CATEGORIES | ANNUAL SALARY (In Thousands) (000) | MALE | | | | | | FEMALE | | | | | | COL TOTALS |
|------------------------------|--|------------|------------|---------------------------|---------------------|--------------------|------------|------------|------------|---------------------------|---------------------|--------------------|------------|------------|
| | | WHITE A | BLACK B | SPAN SURNAM AMER. C | ASIAN AMER. D | AMER. IND. E | OTHER F | WHITE G | BLACK H | SPAN SURNAM AMER. I | ASIAN AMER. J | AMER. IND. K | OTHER L | |
| OFFICIALS/ ADMINISTRATORS | 1. 4.9 | | | | | | | | | | | | | |
| | 2. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 3. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 4. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 5. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 6. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 7. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 8. 35.0 PLUS | | | | | | | | | | | | | |
| PROFESSIONALS | 9. 4.9 | | | | | | | | | | | | | |
| | 10. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 11. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 12. 15.0 - 19.9 | 1 | | | | | | | | | | | | 1 |
| | 13. 20.0 - 24.9 | 5 | | | | | | | | | | | | 5 |
| | 14. 25.0 - 29.9 | 4 | | | | | | | | | | | | 4 |
| | 15. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 16. 35.0 PLUS | | | | | | | | | | | | | |
| TECHNICIANS | 17. 4.9 | | | | | | | | | | | | | |
| | 18. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 19. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 20. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 21. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 22. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 23. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 24. 35.0 PLUS | | | | | | | | | | | | | |
| OFFICE/ CLERICAL | 25. 4.9 | | | | | | | | | | | | | |
| | 26. 5.0 - 9.9 | | | | | | | 6 | | | | | | 6 |
| | 27. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 28. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 29. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 30. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 31. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 32. 35.0 PLUS | | | | | | | | | | | | | |
| SKILLED CRAFT | 33. 4.9 | | | | | | | | | | | | | |
| | 34. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 35. 10.0 - 14.9 | 3 | | | | | | | | | | | | 3 |
| | 36. 15.0 - 19.9 | 2 | | | | | | | | | | | | 2 |
| | 37. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 38. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 39. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 40. 35.0 PLUS | | | | | | | | | | | | | |
| SERVICE/ MAINTENANCE | 41. 4.9 | | | | | | | | | | | | | |
| | 42. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 43. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 44. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 45. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 46. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 47. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 48. 35.0 PLUS | | | | | | | | | | | | | |

COL. FULL TIME

TOTALS

→

15

0

0

0

1

0

6

0

0

0

0

0

22

EMPLOYMENT DATA AS OF 6-1-75

(Do not include elected/appointed officials. Blanks will be counted as zero)

I. FULL TIME EMPLOYEES (Temporary employees not included)

| JOB CATEGORIES | ANNUAL SALARY (In Thousands) (000) | MALE | | | | | | FEMALE | | | | | | COL TOTALS |
|------------------------------|--|------------|------------|-------------------------|------------------|-----------------|------------|------------|------------|--------------------------|------------------|-----------------|------------|------------|
| | | WHITE A | BLACK B | SPAN SURNAME AMER. C | ASIAN AMER. D | AMER. IND. E | OTHER F | WHITE G | BLACK H | SPAN. SURNAME AMER. I | ASIAN AMER. J | AMER. IND. K | OTHER L | |
| OFFICIALS/ ADMINISTRATORS | 1. 4.9 | | | | | | | | | | | | | |
| | 2. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 3. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 4. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 5. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 6. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 7. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 8. 35.0 PLUS | | | | | | | | | | | | | |
| PROFESSIONALS | 9. 4.9 | | | | | | | | | | | | | |
| | 10. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 11. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 12. 15.0 - 19.9 | 1 | | | | | | | | | | | | 1 |
| | 13. 20.0 - 24.9 | 1 | | | | | | | | | | | | 1 |
| | 14. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 15. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 16. 35.0 PLUS | | | | | | | | | | | | | |
| TECHNICIANS | 17. 4.9 | | | | | | | | | | | | | |
| | 18. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 19. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 20. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 21. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 22. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 23. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 24. 35.0 PLUS | | | | | | | | | | | | | |
| OFFICE/ CLERICAL | 41. 4.9 | | | | | | | | | | | | | |
| | 42. 5.0 - 9.9 | | | | | | | 2 | | | | | | 2 |
| | 43. 10.0 - 14.9 | | | | | | | 1 | | | | | | 1 |
| | 44. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 45. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 46. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 47. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 48. 35.0 PLUS | | | | | | | | | | | | | |
| SKILLED CRAFT | 49. 4.9 | | | | | | | | | | | | | |
| | 50. 5.0 - 9.9 | 2 | | 3 | | | | | | | | | | 5 |
| | 51. 10.0 - 14.9 | 10 | 1 | 3 | | 1 | | | | | | | | 15 |
| | 52. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 53. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 54. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 55. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 56. 35.0 PLUS | | | | | | | | | | | | | |
| SEMI- PROFESSIONAL | 57. 4.9 | | | | | | | | | | | | | |
| | 58. 5.0 - 9.9 | 34 | 26 | 29 | | | | 5 | 8 | 7 | | | | 109 |
| | 59. 10.0 - 14.9 | | 2 | | | | | | | | | | | 2 |
| | 60. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 61. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 62. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 63. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 64. 35.0 PLUS | | | | | | | | | | | | | |
| TOTAL FULL TIME | | 49 | 29 | 34 | 0 | 1 | 0 | 8 | 8 | 7 | 0 | 0 | 0 | 136 |
| COL TOTALS | | | | | | | 29 | | | | | | | |

EMPLOYMENT DATA AS OF 6-1-75

(Do not include elected/appointed officials. Blanks will be counted as zero)

I. FULL TIME EMPLOYEES (Temporary employees not included)

| JOB CATEGORIES | ANNUAL SALARY (In Thousands) (000) | MALE | | | | | | FEMALE | | | | | | COL TOTALS |
|------------------------------|--|-------|-------|-------------------|-------------|------------|-------|--------|-------|-------------------|-------------|------------|-------|------------|
| | | WHITE | BLACK | SPAN. SURN. AMER. | ASIAN AMER. | AMER. IND. | OTHER | WHITE | BLACK | SPAN. SURN. AMER. | ASIAN AMER. | AMER. IND. | OTHER | |
| | | A | B | C | D | E | F | G | H | I | J | K | L | |
| OFFICIALS/ ADMINISTRATORS | 1. 4.9 | | | | | | | | | | | | | |
| | 2. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 3. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 4. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 5. 20.0 - 24.9 | | 1 | | | | | | | | | | | 1 |
| | 6. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 7. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 8. 35.0 PLUS | | | | | | | | | | | | | |
| PROFESSIONALS | 9. 4.9 | | | | | | | | | | | | | |
| | 10. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 11. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 12. 15.0 - 19.9 | 5 | | | | | | | | | | | | 5 |
| | 13. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 14. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 15. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 16. 35.0 PLUS | | | | | | | | | | | | | |
| TECHNICIANS | 17. 4.9 | | | | | | | | | | | | | |
| | 18. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 19. 10.0 - 14.9 | 30 | 1 | 1 | | | | | | | | | | 32 |
| | 20. 15.0 - 19.9 | 5 | | | | | | | | | | | | 5 |
| | 21. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 22. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 23. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 24. 35.0 PLUS | | | | | | | | | | | | | |
| OFFICE/CLERICAL | 41. 4.9 | | | | | | | | | | | | | |
| | 42. 5.0 - 9.9 | | | | | | | 9 | | | | | | 9 |
| | 43. 10.0 - 14.9 | | | | | | | 1 | | | | | | 1 |
| | 44. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 45. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 46. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 47. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 48. 35.0 PLUS | | | | | | | | | | | | | |
| SKILLED CRAFT | 49. 4.9 | | | | | | | | | | | | | |
| | 50. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 51. 10.0 - 14.9 | 1 | | | | | | | | | | | | 1 |
| | 52. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 53. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 54. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 55. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 56. 35.0 PLUS | | | | | | | | | | | | | |
| SERVICE/MAINTENANCE | 57. 4.9 | | | | | | | | | | | | | |
| | 58. 5.0 - 9.9 | | | | | | | | | | | | | |
| | 59. 10.0 - 14.9 | | | | | | | | | | | | | |
| | 60. 15.0 - 19.9 | | | | | | | | | | | | | |
| | 61. 20.0 - 24.9 | | | | | | | | | | | | | |
| | 62. 25.0 - 29.9 | | | | | | | | | | | | | |
| | 63. 30.0 - 34.9 | | | | | | | | | | | | | |
| | 64. 35.0 PLUS | | | | | | | | | | | | | |
| TOT. Full time | | 42 | 2 | 1 | 0 | 0 | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 55 |
| COR TOTALS | | | | | | | | 30 | | | | | | |

VI. GOALS AND TIMETABLES

SHORT TERM

AS A RESULT OF THE PERSONNEL UTILIZATION ANALYSIS, THE DEPARTMENT WILL STRIVE TO ACHIEVE THE FOLLOWING GOALS BY JUNE 30, 1976. IN ORDER FOR US TO ACHIEVE THESE GOALS, A CERTAIN AMOUNT OF TURNOVER MUST OCCUR, AS WE PRESENTLY PLAN TO FILL ONLY FOURTEEN VACANCIES DURING THE COMING YEAR.

PROFESSIONAL CATEGORIES

ATTEMPT TO HIRE A FEMALE OR CHICANO IN THE CATEGORY OF OFFICIALS AND ADMINISTRATORS BY JUNE 30, 1976.

INCREASE THE NUMBER OF MINORITY MALE PROFESSIONALS FROM 15 TO 17 BY JUNE 30, 1976.

INCREASE THE NUMBER OF FEMALES IN PROFESSIONAL CATEGORIES FROM 22 TO 30 BY JUNE 30, 1976.

THROUGH INTERNAL PROMOTION, RAISE THE LEVEL OF 5 MINORITY AND FEMALE EMPLOYEES WITHIN THE PROFESSIONAL RANKS BY JUNE 30, 1976.

NONPROFESSIONAL CATEGORIES

INCREASE THE NUMBER OF MINORITIES IN SKILLED TRADES FROM 8 TO 10 BY JUNE 30, 1976.

INCREASE BY 5 THE NUMBER OF WHITE MALE NONPROFESSIONALS BY JUNE 30, 1976.

THROUGH INTERNAL PROMOTION, RAISE THE LEVEL OF 10 MINORITY AND FEMALE EMPLOYEES WITHIN THE NONPROFESSIONAL RANKS BY JUNE 30, 1976.

LONG RANGE

BY JUNE 30, 1980, WE WILL STRIVE TO ACHIEVE THE FOLLOWING GOALS:

BALANCED UTILIZATION OF MINORITIES AND FEMALES IN ALL JOB CATEGORIES WITHIN THE DEPARTMENT, AND WITHIN EACH OCCUPATIONAL CATEGORY AND DIVISION.

BALANCED DISTRIBUTION OF MINORITIES AND FEMALES THROUGHOUT THE SALARY RANGE, PARTICULARLY WITHIN PROFESSIONAL RANKS WHERE, TRADITIONALLY, THEY HAVE REMAINED AT THE LOWER LEVELS.

A REPRESENTATIVE OF EACH DOMINANT MINORITY GROUP - BLACK, SPANISH-SURNAMED, AND FEMALE - IN THE POSITION OF OFFICIAL OR ADMINISTRATOR.

VII. MONITORING AND REPORTING SYSTEM

THE DEPARTMENT'S AA OFFICER SHALL FURNISH QUARTERLY REPORTS TO THE DIRECTOR AND ALL SUPERVISORS ON THE RESULTS OF EFFORTS TOWARD ACCOMPLISHMENT OF GOALS AND TIMETABLES.

THE DIRECTOR SHALL MONITOR SUCH RESULTS AND HOLD ACCOUNTABLE THOSE SUPERVISORS WHO ARE NOT MAKING A "GOOD FAITH" EFFORT.

THE AA OFFICER SHALL FURNISH SEMI-ANNUAL PROGRESS REPORTS TO THE STATE AFFIRMATIVE ACTION COORDINATOR SO THAT THE DEPARTMENT'S PROGRESS MAY BE EVALUATED.

THE DIRECTOR SHALL BE HELD ACCOUNTABLE FOR LACK OF "GOOD FAITH" EFFORT IF SO FOUND.

VIII. ACTION ITEMS

| <u>NEED, SITUATION OR PROBLEM</u> | <u>ACTION</u> | <u>RESPONSIBLE OFFICIAL</u> | <u>TARGET DATE OR RESULT</u> |
|--------------------------------------|--|-----------------------------------|--|
| ESTABLISH AN EEO/AA ACTION COMMITTEE | A POLICY COMMITTEE TO ASSIST THE DIRECTOR IN CARRYING OUT A POSITIVE INTERNAL EEO PROGRAM WILL BE FORMED. THE COMMITTEE SHALL BE REPRESENTATIVE OF FEMALES, MINORITIES AND HANDICAPPED AND CONSIST OF THE FOLLOWING: CHAIRMAN; AA OFFICER; TWO SUPERVISORY REPRESENTATIVES (TO BE ROTATED ANNUALLY); TWO EMPLOYEE REPRESENTATIVES (TO BE ROTATED ANNUALLY); TWO COMMUNITY GROUP REPRESENTATIVES. | EXECUTIVE DIRECTOR AND AA OFFICER | SEPTEMBER 1, 1975 |
| POSTING OF EEO/AA INFORMATION | PERSONNEL SECTION BULLETIN BOARD WILL HAVE: A. COPY OF AA PLAN B. APPROPRIATE EEO/AA MATERIALS | AA OFFICER | JULY 15, 1975 |
| ORIENTATION OF PRESENT EMPLOYEES | ALL EMPLOYEES OF THE DEPARTMENT WILL BE GIVEN ORIENTATION ON EEO/AA PLAN. | AA OFFICER | SEPTEMBER 1, 1975 |
| ORIENTATION OF NEW EMPLOYEES | ALL NEW EMPLOYEES WILL BE ORIENTED ON EEO/AA AS A PART OF THEIR REGULAR ORIENTATION. | AA OFFICER | WITHIN TWO WEEKS AFTER EMPLOYMENT |
| PROGRESS AND ACCOMPLISHMENT REPORTS | A QUARTERLY AND END-OF FISCAL YEAR PROGRESS AND ACCOMPLISHMENT REPORT RELATING TO GOALS, TIMETABLES, TARGET DATES, RESULTS, NEW PROBLEM OR NEED IDENTIFICATION, ETC. WILL BE PREPARED FOR THE DIRECTOR. | AA OFFICER | BEGIN JUNE 30, 1975 AND QUARTERLY THEREAFTER |

NEED, SITUATION OR PROBLEMACTIONRESPONSIBLE OFFICIALTARGET DATE OR RESULT

PRESENTATION OF EEO/AA PLAN

EXPLANATION OF DEPARTMENT'S
EEO/AA PLAN TO DIVISION
HEADS.EXECUTIVE DIRECTOR
OR AA OFFICER

JULY 15, 1975

NEW DEVELOPMENTS ON EEO/AA

AS NEW INFORMATION ON EEO/AA
IS RECEIVED - NEW LEGISLATION
GUIDELINES, ETC., MUST PREPARE
WRITTEN REPORTS OR CALL
MEETINGS TO EXPLAIN TO ALL
INTERESTED STAFF.

AA OFFICER

AS NEEDED

EVALUATE TRAINING NEEDS OF
PRESENT STAFFEACH EMPLOYEE'S TRAINING NEEDS
MUST BE EVALUATED TO DETERMINE
POTENTIAL FOR PROMOTION AND
CAREER GOALS, AND REPORTED TO
THE AA OFFICER.

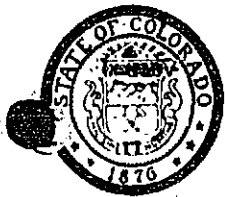
SUPERVISORS

DECEMBER 1, 1975

REPORT OF NEEDS CONSOLIDATION
AND PLAN FOR ACTION TO THE
DIRECTOR. (A PROBABLE COURSE
OF ACTION WOULD BE TO DEVELOP
TRAINING PROGRAMS INTERNALLY
TO ENABLE MOVEMENT OF LOWER
LEVEL PERSONNEL INTO HIGHER
RANKS.)

AA OFFICER

JUNE 30, 1976



RICHARD D. LAMM
GOVERNOR

DEPARTMENT OF ADMINISTRATION

DIVISION OF STATE ARCHIVES AND PUBLIC RECORDS

COLORADO STATE ARCHIVES BUILDING
1530 SHERMAN, DENVER, COLORADO 80203
PHONE: (303) 892-2055

George E. Warren, Director and State Archivist

PUBLIC RECORDS CONSERVATION

Public Records
Information Services
Program Development &
Operational Services
Archival Technical
Services

September 24, 1975

John I. Lay
Executive Director
Department of Administration
State Services Building
Denver, Colorado 80203

Dear John:

Herewith transmitted is this Division's Long-Range Plan, prepared in accord with your directions. We have identified and reaffirmed our goals, specified the direction taken toward their accomplishment, and superimposed the past upon the present. Furthermore, we have projected, year-by-year through 1980, our future needs and recommendations which will provide more efficient and economical services to public officials and Colorado citizens.

An additional recommendation, which goes beyond state boundaries, is that we take advantage of grants available from the National Historical Publications and Records Commission for aid in the preservation, restoration, arrangement, description and publication of historical source materials.

For the past 18 months, the Archives has been in the process of surveying the public records of the State. We project that by June 30, 1980, this activity will have been completed for all state agencies. As federal funds may be available to support such an endeavor, we very strongly urge investigation of this proposal. State funds may well be freed for other uses.

Sincerely,

George E. Warren
Director & State Archivist

GEW:11

DIVISION OF STATE ARCHIVES AND PUBLIC RECORDSLONG-RANGE PLANI. STATUTORY AUTHORITY

The State Archivist has legal custody of all non-current permanent public records (Archives) deposited by state and local public agencies; formulates and effects such programs necessary for sound public records conservation to the extent authorized by law; protects and preserves permanent public records (Archives) and determines policies related to preservation and disposition of public records in accordance with CRS 1973, Sections 24-80-101 through 24-80-112.

II. KEY DIVISIONAL GOALS

The continuing goals of the Division of State Archives and Public Records are:

- | | |
|-------------|--|
| TO SERVE | the public offices and citizens of Colorado by studying, planning, developing, and administering a program for public records conservation; |
| TO PRESERVE | legal, administrative, historical and other research records of enduring value which protect the rights of citizenship, life and property; establish and affirm the powers and duties of government, document normal government functions, safeguard the property and other rights of government; and document the administrative history of state government; |
| TO PROMOTE | a state-wide Records Administration Program by fostering economy and efficiency in agency level records management programs; and |
| TO PURSUE | these aims by such means as will utilize with maximum efficiency the resources provided by the state. |

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTSA. HISTORICAL OVERVIEW

During the summer of 1973, a "new policy directions" was instituted to provide for a viable framework within which to meet the future challenge of record management. In this new configuration, the Division's records administration thrust was directed toward gaining tangible results in:

1. Fostering efficiency and economy in all agency level records management programs administered by the State Archivist through annual review and re-evaluation of established records retention periods.
2. Reducing the implementation time of established agency records retention plans and control schedules from 20 days to 15.
3. Instituting an orderly and systematic program for inventorying state agency records to determine what records are on hand and establishing comprehensive disposition schedules specifying what records are to be retained, destroyed or transferred to the Division.

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS (continued)

A. HISTORICAL OVERVIEW (continued)

4. Establishing a moratorium on all record transfers for deposit in order that the Division could live within the boundaries of available facilities and funds allocated to service, preserve, protect and dispose of public records.

B. ACCOMPLISHMENTS

In fiscal year 1974-1975, the Division's "new policy directions" exemplify the services being provided to state and local agencies in these accomplishments:

1. Administered 1,380 agency record programs covering the disposition of 16,560 record series and sub-series. This represents a total of 26,954 cubic feet of records authorized for disposition or an equivalent of 3,369 four-drawer filing cabinets. (The cost of maintaining and servicing these records for one year results in a cost avoidance of \$2,290,920 to the agencies within the state.) (a)
 2. Established master Retention Plans and Control Schedules for state, counties, courts, municipalities and school districts. These are guidelines or policies to assist agencies in conducting record inventories and establishing disposition schedules located in the office of the State Archivist.
 3. Conducted 65 Records Disposition Workshops for 260 agencies involving 455 individuals.
 4. Serviced 8,700 records information requests made in person, by letter or by telephone.
 5. Increased micro-technics productivity by 44%.
 6. Added 4,400 rolls of security microfilm into our existing holdings for vital and essential records protection.
 7. Circulated 200 copies of a publication entitled "State Archivist Notes" to inform public officials of Division services and to keep them abreast of advances being made in the records management field. Because of budget restrictions on postage, the 'Notes' were sent only to state agencies and to counties and municipalities within the metropolitan area.
 8. Issued 120 microfilm cost estimates to 80 state, county, municipal and school district public offices.
 9. Fulfilled 13 of 16 recommendations made by the Legislative Audit Committee dated June 30, 1972. The remaining three are awaiting legislative action.
-
- (a) Boeing Aircraft and Aetna Insurance Company made a study to determine the cost of maintaining a 4-drawer filing cabinet--the figure is \$680 per year. This includes the cost of personnel, equipment, overhead and filing supplies. This figure times 3369 is \$2,290,920

III. HISTORICAL OVERVIEW AND ACCOMPLISHMENTS (continued)

B. ACCOMPLISHMENTS (continued)

10. Produced 4,463 rolls of microfilm resulting in an income of \$54,125.
11. Established a systematic and orderly records review (inventory) of the Departments of Administration, Education, Health and Natural Resources. This included a review of records for future microfilming.
12. Restricted the transfer of records from agencies to 6,000 cubic feet, a decrease of 66% over the previous year.

IV. HISTORICAL BUDGET, FTE, WORKLOAD STATISTICS, AND UNIT COSTS

A. COST OF OPERATIONS AND FTE (GENERAL AND CASH FUNDS)

| | | <u>AMOUNT</u> | <u>% CHANGE</u> | <u>FTE'S</u> | <u>% CHANGE</u> |
|---------|--------|---------------|-----------------|--------------|-----------------|
| 1970-71 | Actual | \$285,913 | -- | 28 | -- |
| 1971-72 | Actual | 287,988 | 1 | 29 | 4 |
| 1972-73 | Actual | 311,341 | 8 | 29 | -- |
| 1973-74 | Actual | 319,189 | 3 | 26 | (11) |
| 1974-75 | Actual | 330,753 | 4 | 26 | -- |

B. COST OF OPERATIONS AND FTE (GENERAL FUND ONLY)

| | | <u>AMOUNT</u> | <u>% CHANGE</u> | <u>FTE'S</u> | <u>% CHANGE</u> |
|---------|--------|---------------|-----------------|--------------|-----------------|
| 1970-71 | Actual | \$234,175 | -- | 28 | -- |
| 1971-72 | Actual | 249,903 | 7 | 24 | (14) |
| 1972-73 | Actual | 261,585 | 4 | 24 | -- |
| 1973-74 | Actual | 259,247 | (1) | 23 | (4) |
| 1974-75 | Actual | 272,064 | 5 | 23 | -- |

C. COST OF OPERATIONS AND FTE (CASH FUND ONLY)

| | | <u>AMOUNT</u> | <u>% CHANGE</u> | <u>FTE'S</u> | <u>% CHANGE</u> |
|---------|--------|---------------|-----------------|--------------|-----------------|
| 1970-71 | Actual | \$ 51,738 | -- | 0 | -- |
| 1971-72 | Actual | 38,085 | (26) | 5 | 100 |
| 1972-73 | Actual | 49,756 | 30 | 5 | -- |
| 1973-74 | Actual | 59,942 | 20 | 3 | (40) |
| 1974-75 | Actual | 58,619 | (2) | 3 | -- |

D. WORKLOAD INDICATORS AND UNIT COSTS

ARCHIVES PRESERVATION AND ADMINISTRATION

Cost is derived by adding all personal services, operating and capital outlay expense and dividing by the total cubic feet of records housed in the 1271 Sherman building.

IV. HISTORICAL BUDGET, FTE, WORKLOAD STATISTICS, AND UNIT COSTS (continued)

D. WORKLOAD INDICATORS AND UNIT COSTS (continued)

RECORDS DEPOSITED (ORIGINALS AND MICROFILM) - CUBIC FEET

| | <u>1971</u> <u>ACTUAL</u> | <u>1972</u> <u>ACTUAL</u> | <u>1973</u> <u>ACTUAL</u> | <u>1974</u> <u>ACTUAL</u> | <u>1975</u> <u>ACTUAL</u> |
|-----------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Number | 5,000 | 6,000 | 18,000(b) | 6,900 | 6,000 |
| % Change | N/A | 20 | 300 | (62) | (13) |
| Unit Cost | N/A | N/A | N/A | \$.21½ | \$.23 |

CONSERVATION MICROFILMING (ROLLS FILMED)

Cost is derived by adding personal services, operating, travel and capital outlay and dividing by the number of rolls produced.

| | <u>1971</u> <u>ACTUAL</u> | <u>1972</u> <u>ACTUAL</u> | <u>1973</u> <u>ACTUAL</u> | <u>1974</u> <u>ACTUAL</u> | <u>1975</u> <u>ACTUAL</u> |
|-----------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Number | 2,000 | 2,625 | 2,748 | 3,961 | 4,463 |
| % Change | N/A | 31 | 5 | 44 | 13 |
| Unit Cost | N/A | N/A | N/A | \$24.00 | \$24.20 |

INFORMATION REQUESTS SERVICED

Cost is derived by adding personal services and operating expense and dividing by the number of information requests serviced.

| | <u>1971</u> <u>ACTUAL</u> | <u>1972</u> <u>ACTUAL</u> | <u>1973</u> <u>ACTUAL</u> | <u>1974</u> <u>ACTUAL</u> | <u>1975</u> <u>ACTUAL</u> |
|-----------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Number | 6,500 | 6,850 | 7,200 | 8,000 | 8,700 |
| % Change | N/A | 5 | 5 | 11 | 9 |
| Unit Cost | N/A | N/A | N/A | \$ 3.35 | \$ 3.15 |

AGENCY RECORD PROGRAMS ADMINISTERED

Cost derived by adding personal services, operating expense, travel and capital outlay and dividing by the total number of programs administered.

| | <u>1971</u> <u>ACTUAL</u> | <u>1972</u> <u>ACTUAL</u> | <u>1973</u> <u>ACTUAL</u> | <u>1974</u> <u>ACTUAL</u> | <u>1975</u> <u>ACTUAL</u> |
|-----------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Number | 450 | 500 | 600 | 1,215 | 1,380 |
| % Change | N/A | 11 | 20 | 203 | 14 |
| Unit Cost | N/A | N/A | N/A | \$119.00 | \$114.92 |

(b) This was caused by a large influx of El Paso District, County and Probate Records Deposits.

IV. HISTORICAL BUDGET, FTE, WORKLOAD STATISTICS, AND UNIT COSTS (continued)

D. WORKLOAD INDICATORS AND UNIT COSTS (continued)

RECORD DISPOSITION AUTHORIZATIONS ISSUED (RECORDS SERIES AND SUB-SERIES)

Cost is derived by dividing 12 (which is the average number of record items on an authorization) into the cost of administer one program.

| | <u>1971 ACTUAL</u> | <u>1972 ACTUAL</u> | <u>1973 ACTUAL</u> | <u>1974 ACTUAL</u> | <u>1975 ACTUAL</u> |
|-----------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Number | 5,400 | 6,000 | 7,200 | 14,580 | 16,560 |
| % Change | N/A | 9 | 20 | 202 | 14 |
| Unit Cost | N/A | N/A | N/A | \$ 9.91 | \$ 9.58 |

V. PROJECTED BUDGET, FTE, WORKLOAD STATISTICS AND UNIT COSTS

A. PROJECTED COST OF OPERATIONS AND FTE (GENERAL AND CASH FUNDS)

| <u>YEAR</u> | <u>AMOUNT</u> | <u>% CHANGE</u> | <u>FTE</u> | <u>% CHANGE</u> |
|-------------|---------------|-----------------|------------|-----------------|
| 76 | 341,721 | 4 | 24 | -- |
| 77 | 424,624 | 20* | 25 | 4 |
| 78 | 343,481 | (24) | 26 | 4 |
| 79 | 360,655 | 5 | 27 | 4 |
| 80 | 378,688 | 5 | 28 | 4 |

(CONTINUED ON PAGE 6)

* See footnote (c) page 6.

V. PROJECTED BUDGET, FTE, WORKLOAD AND UNIT COSTS

B. PROJECTED COST OF OPERATIONS AND FTE (GENERAL FUND ONLY)

| <u>YEAR</u> | <u>AMOUNT</u> | <u>% CHANGE</u> | <u>FTE</u> | <u>% CHANGE</u> |
|-------------|---------------|-----------------|------------|-----------------|
| 76 | \$293,540 | 7 | 23 | - |
| 77 | 378,591 | 23(c) | 24 | 4 |
| 78 | 295,146 | (28) | 25 | 4 |
| 79 | 309,903 | 5 | 26 | 4 |
| 80 | 325,398 | 5 | 27 | 4 |

(c) This increase is due to expenditures attendant to a move from present facilities into Building "A";

1. Disassembling existing shelving at 1271 Sherman and assembling same in Building "A" - \$37,500.
2. Moving Archival records - \$40,000.
3. Extending present lease at 1271 Sherman for six months - \$9,000.
4. Purchasing self-contained micro-duplicating equipment - \$7,000.
5. Purchasing shredder - \$2,300.

Moving costs, including items 1, 2 and 3, total \$86,500 - will offset rental in approximately 6.0 years.

Due to existing negative state-wide revenue indicators, we acquiesce to economic necessity that the State Records Center be temporarily combined with the Archives Depository facility in Building "A".

Microfilming makes a tremendous reduction in record storage. However, from records management studies, the cost incurred to house non-permanent records stored for 12 to 15 years will not be equalized by the cost of microfilming the same records. The exception would be where large volumes of records would indicate the use of microfilming. In view of the aforementioned, the state should not neglect the consideration of acquiring a low cost storage facility. The dire need for a separate Records Center facility was recognized as early as 1950 in "A Report on Office Building Requirements for State of Colorado Departments and Agencies in Metropolitan Denver" prepared for Governor Walter W. Johnson. If we fail to re-establish the State Records Center function at an early date, we will have indeed retrogressed by more than a quarter century in our efforts to manage records rather than be managed by them.

V. PROJECTED BUDGET, FTE, WORKLOAD STATISTICS AND UNIT COSTS (continued)

C. PROJECTED COST OF OPERATIONS AND FTE (CASH FUND ONLY)

| <u>YEAR</u> | <u>AMOUNT</u> | <u>% CHANGE</u> | <u>FTE</u> | <u>% CHANGE</u> |
|-------------|---------------|-----------------|------------|-----------------|
| 76 | \$48,181 | (21) | 3 | -- |
| 77 | 46,033 | (5) | 3 | -- |
| 78 | 48,335 | 5 | 3 | -- |
| 79 | 50,752 | 5 | 3 | -- |
| 80 | 53,290 | 5 | 3 | -- |

D. PROJECTED WORKLOAD INDICATORS

ARCHIVES PRESERVATION AND ADMINISTRATION
RECORDS TO BE DEPOSITED (ORIGINALS AND MICROFILM) - CUBIC FEET

Cost is derived by adding personal services, operating and capital outlay and dividing by total cubic feet. Increase in 1977 reflects this \$6.00/sq. ft. charge in Building "A".

| | <u>1976</u> | <u>1977</u> | <u>1978</u> | <u>1979</u> | <u>1980</u> |
|-----------|-------------|-------------|-------------|-------------|-------------|
| Number | 5,550 | 4,000 | 3,500 | 3,000 | 2,000 |
| % Change | (8) | (27) | (13) | (14) | (33) |
| Unit Cost | \$.26 | \$.95 | \$.92 | \$.92 | \$.92 |

CONSERVATION MICROFILMING (ROLLS TO BE PRODUCED)

Cost is derived by adding personal services, operating, travel and capital outlay and dividing by total number of rolls produced.

| | <u>1976</u> | <u>1977</u> | <u>1978</u> | <u>1979</u> | <u>1980</u> |
|-----------|-------------|-------------|-------------|-------------|-------------|
| Number | 5,036 | 5,693 | 6,200 | 6,800 | 7,300 |
| % Change | 13 | 13 | 9 | 10 | 7 |
| Unit Cost | \$20.50 | \$21.00 | \$21.00 | \$20.00 | \$21.00 |

INFORMATION REQUESTS TO BE SERVICED

Cost is derived by adding personal services and operating and dividing by number of requests serviced.

| | <u>1976</u> | <u>1977</u> | <u>1978</u> | <u>1979</u> | <u>1980</u> |
|-----------|-------------|-------------|-------------|-------------|-------------|
| Number | 9,500 | 10,250 | 12,000 | 13,500 | 14,500 |
| % Change | 9 | 8 | 17 | 13 | 7 |
| Unit Cost | \$2.67 | \$2.92 | \$2.83 | \$2.76 | \$2.82 |

V. PROJECTED BUDGET, FTE, WORKLOAD STATISTICS AND UNIT COSTS (continued)

D. PROJECTED WORKLOAD INDICATORS (continued)

PUBLIC RECORDS CONSERVATION
PROGRAM DEVELOPMENT & IMPLEMENTATION

RECORDS TO BE ADMINISTERED

Cost derived by adding personal services, operating expenditures, travel and capital outlay and dividing by number of programs administered.

| | <u>1976</u> | <u>1977</u> | <u>1978</u> | <u>1979</u> | <u>1980</u> |
|-----------|-------------|-------------|-------------|-------------|-------------|
| Number | 1,500 | 1,650 | 1,800 | 1,900 | 2,100 |
| % Change | 9 | 10 | 9 | 6 | 11 |
| Unit Cost | \$114.44 | \$117 | \$117 | \$120 | \$119 |

VI. LONG-RANGE OBJECTIVES AND YEARLY PLANS

A. LONG-RANGE OBJECTIVES FOR YEARS 1975-76 TO 1979-80

In accordance with the State Archives & Public Records Law, "The State Archivist shall be responsible for the proper administration of public records. It shall be his duty to determine and direct the administrative and technical procedures of the Division. He shall study the problems of preservation and disposition of records as defined in Section 24-80-101 and, based on such study shall formulate and put into effect, to the extent authorized by law, within the Division or otherwise, such programs as he deems advisable or necessary for public records conservation by the State of Colorado or political subdivisions thereof." (CRS 1973, Section 24-80-102(3)).

The foregoing legislative policy directive is rather awesome when one considers that there are approximately 7,000 public offices in Colorado. The following long-range objectives exemplify the Division's direction to service the public officials of these many offices and the public within available facilities and funds:

1. To complete moving plans by February 1, 1976 for the eventual transfer of personnel, equipment and records into Building "A".
2. To transfer permanent public records (Archives) to Building "A" by December 31, 1976.
3. To study the feasibility of applying data processing for the establishment of data inquiry and update terminals to the Division functions by June 30, 1978.
4. To implement data processing application to Records Center Services by June 30, 1979.
5. To re-establish a repair and renovation laboratory facility by June 30, 1979.
6. To provide a low-cost housing facility (State Records Center) to service state agencies' inactive or semi-inactive records by June 30, 1979.
7. To complete records review of all state agencies by June 30, 1980.

VI. LONG-RANGE OBJECTIVES AND YEARLY PLANS (continued)

A. LONG-RANGE OBJECTIVES FOR YEARS 1975-76 TO 1979-80 (continued)

8. To continue the orderly and systematic records inventory of state agencies and complete by June 30, 1980. (d)
9. To institute field inspection teams for the purpose of maintaining program continuity by June 30, 1980.
10. To complete and implement systematic microfilm reviews of all Executive Branch Departments by June 30, 1980.
11. To provide adequate space for projected Archives expansion by June 30, 1980.
12. To establish a unit for the micropublication of official state printed documents by June 30, 1980.
13. To publish guides to the Archival holdings by June 30, 1980.

B. YEARLY PLANS

1. 1975-76

- a. Continue records surveys and microfilm reviews of state agencies.
- b. Complete plans for the movement of the Division into Building "A" by February 1, 1976.
- c. Transfer personnel and equipment into Building "A" by July or August 1976.

2. 1976-77

- a. Transfer permanent public records to Building "A" by December 31, 1976.
- b. Continue record surveys and microfilm reviews of state agencies.

3. 1977-78

- a. Continue record surveys and microfilm reviews of state agencies.
- b. Determine feasibility of data processing application to Division functions.

(d) NOTE: To make records inventories of all public offices would require a staff completely out of proportion of the State's ability to provide. The purpose of the survey is to determine the agency's permanent and non-permanent records. From the findings, the Division will be able to provide orderly and systematic records disposition schedules. The surveys will also serve to establish recommendations for microfilming of specified records. Agencies will then be able to budget for micro-filming annually and the Division's Micro-technics Unit will be assured of an orderly flow of projects.

VI. LONG-RANGE OBJECTIVES AND YEARLY PLANS (continued)

B. YEARLY PLANS (continued)

4. 1978-79

- a. Continue record surveys and microfilm reviews of state agencies.
- b. Implement data processing application, if determined to be feasible.
- c. Re-establish a repair and renovation laboratory facility by June 30, 1979.

5. 1979-80

- a. Complete records surveys and microfilm reviews of state agencies.
- b. Institute field inspection teams to guarantee program continuity.
- c. Secure required space for Archives Depository expansion.
- d. Publish guides to Archival holdings.
- e. Establish a micropublications unit.

VII. COST BENEFITS OF PLANNED ACTIONS

(Reference Sections IV.-D and V.-D Workload Indicators)

A. The streamlining of Division services will result in cost avoidance of \$104,742 over the next 5 years. This savings includes unit labor cost for administering agency programs, servicing a public records information request, and producing rolls of microfilm. This is exemplified in the following facts:

1. Records Management in State Government can only be effective when it is vigorously practiced at the operating level. Individual state agencies, through their interest and enthusiasm for the program, are basically responsible for any achievements gained statewide.
2. The cost to administer an agency records program is projected to decline from \$114.92 (FY 74-75 current cost) to \$114.44 in FY 75-76. This will be achieved by continuing to standardize procedures and forms. The use of data processing and/or "word processing" to modernize Division services is expected to further enhance administrative and operational efficiency and economy. The Division's objective is to mechanize routine tasks in order to expedite agency and public requests for services.

(e) "Word Processing" is accomplished by means of an editing typewriter which has the ability to store and retrieve information as well as the ability to change what is stored without redoing the entire job. "Word Processing" is readily applicable to format typing situations wherein material is repeated many times. With "Word Processing", this material can be prepared in advance and stored and when needed it can be easily corrected, updated and personalized to serve the current situation.

VII. COST BENEFITS OF PLANNED ACTIONS (continued)

3. The cost to service an information request is projected to decline from \$3.15 (FY 1974-75 current cost) to \$2.82 in FY 1979-80. This is being accomplished by use of Standard form letters designed to quickly and accurately answer citizen or agency requests. The application of data processing will expedite search and retrieval from record holdings.
4. The cost to produce one roll of microfilm is projected to decline from \$24.20 (FY 1974-75 current cost) to \$21.00 by FY 1979-80. This trend is expected to continue since production in the Division's Micro-technic Unit increased in FY 1974-75 by 44% over the prior fiscal year (via use of engineered standards), thus reducing the unit cost. By closely monitoring production schedules, further cost reduction can be expected.
- B. It is estimated that 720 record programs for state and local government agencies will be established during the next five years. By establishing agency records management programs, greater disposition action will minimize the need to maintain records in costly office space and use of expensive equipment. As a corollary, if each new agency program resulted in only the disposition of a minimum of 10 cubic feet of records per year (equivalent of one 5-drawer file), then an additional multi-agency cost avoidance of \$612,000 would be realized (\$850 per year to maintain a 5-drawer file times 720 files equals \$612,000). "Preservation and Disposition Guidelines" for state and local agencies for the purpose of accelerating the establishment of public records management programs are being vigorously pursued.
- C. Micropublications of printed official state documents will aid Colorado to realize substantial savings and to make its contribution in the conservation of paper. For example, an agency of the Department of Defense micropublishes its catalogs at a cost of \$1.7 million and estimates that the same documents produced on paper would cost \$10 million.
- D. No measurable cost can be assessed for irreplaceable permanent public records (Archives).

VIII. LEGISLATION

To keep in line with the Legislative Audit Committee's Recommendation 44, revise Section 24-80-111, CRS 1973, in order to eliminate the microfilm revolving fund.

IX. CONSULTING NEEDS

The services of the Division of Automated Data Processing will be required to study the feasibility of data processing applications to Division functions noted herein; likewise, the services of the Division of Management Services will be needed to assist in revising forms and to explore the application of word processing to service functions and activities.

X. ORGANIZATION CHART

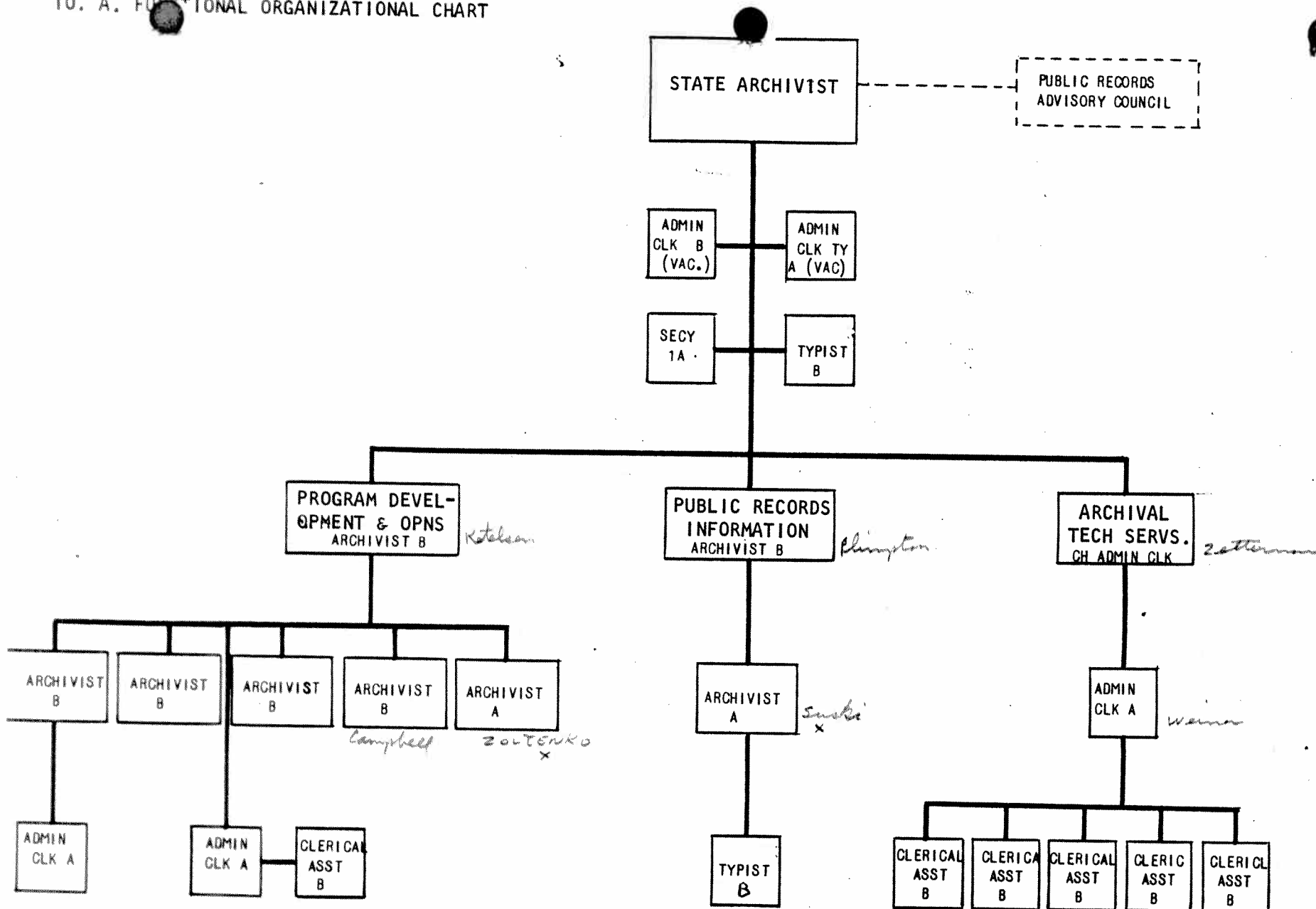
Since Division services are integrated into one program (Public Records Conservation), no single position is assigned exclusively to any service function noted in the attached chart:

X. ORGANIZATION CHART

FTE ASSIGNED

DIVISION OF STATE ARCHIVES & PUBLIC RECORDS

| <u>GRADE AND STEP</u> | <u>POSITION TITLE</u> | <u>NAME</u> |
|-----------------------|-----------------------------|-------------|
| 66 - 6 | State Archivist | • WARREN |
| 42 - 7 | Archivist B | • BAUER |
| 42 - 7 | Archivist B | CAMPBELL |
| 42 - 6 | Archivist B | • KETELSEN |
| 42 - 4 | Archivist B | • PLIMPTON |
| 42 - 4 | Archivist B | SNYDER |
| 42 - 4 | Archivist B | TANNER |
| 36 - 2 | Archivist A | ZOLTENKO |
| 36 - 1 | Archivist A | SUSKI |
| 32 - 6 | Chief Admin. Clerk | • ZETTERMAN |
| 26 - 1 | Admin. Clerk B ^A | VACANT |
| 22 - 5 | Secretary I-B | LYON |
| 18 - 1 | Admin. Clerk Typist A | VACANT |
| 18 - 6 | Admin. Clerk A | BARBERO |
| 18 - 6 | Admin. Clerk A | JAMES |
| 18 - 4 | Admin. Clerk A | • WEINER |
| 15 - 5 | Typist B | DYNI |
| 15 - 2 | Typist B | PADILLA |
| 12 - 7 | Clerical Asst. B | WHITE |
| 12 - 3 | Clerical Asst. B | MEANY |
| 12 - 2 | Clerical Asst. B | FEASEL |
| 12 - 1 | Clerical Asst. B | LANGERAK |
| 12 - 2 | Clerical Asst. B | MACAULAY |
| 12 - 1 | Clerical Asst. B | WELHAM |



EACH BLOCK INDICATES ONE FTE

AGENCY PROGRAM COST BENEFITS

| <u>Years</u> | <u># of Programs</u> | <u>Est. Cost/Program</u> | <u>Total Est. Cost</u> | <u>Cost at 74/75 Rate(\$114.92)</u> | <u>Savings or Difference</u> |
|--------------|----------------------|--------------------------|------------------------|-------------------------------------|------------------------------|
| 75-76 | 1500 | \$114.44 | \$171,660 | \$172,380 | \$720 |
| 76-77 | 1650 | \$117.00 | \$193,050 | \$189,618 | (\$3,432) |
| 77-78 | 1800 | \$117.00 | \$210,600 | \$206,856 | (\$3,744) |
| 78-79 | 1900 | \$120.00 | \$228,000 | \$218,348 | (\$9,652) |
| 79-80 | 2100 | \$119.00 | \$249,900 | \$241,332 | (\$8,568) <u>(\$24,676)</u> |

RESEARCH REQUEST COST BENEFITS

| <u>Years</u> | <u># of Requests</u> | <u>Est. Cost/Request</u> | <u>Total Est. Cost</u> | <u>Cost at 74/75 Rate (\$3.15)</u> | <u>Savings or Difference</u> |
|--------------|----------------------|--------------------------|------------------------|------------------------------------|------------------------------|
| 75-76 | 9,500 | \$2.67 | \$25,365 | \$29,925 | \$4560 |
| 76-77 | 10,250 | \$2.92 | \$29,930 | \$32,287 | \$2357 |
| 77-78 | 12,000 | \$2.83 | \$33,960 | \$37,800 | \$3840 |
| 78-79 | 13,500 | \$2.76 | \$37,260 | \$42,525 | \$5265 |
| 79-80 | 14,500 | \$2.82 | \$40,890 | \$45,675 | \$4785 <u>\$20,807</u> |

MICROFILM PRODUCTION COST BENEFITS

| <u>Years</u> | <u># of MF Rolls</u> | <u>Est. Cost / Roll</u> | <u>Total Est. Cost</u> | <u>Cost at 74/75 Rate (\$24.20)</u> | <u>Savings or Difference</u> |
|--------------|----------------------|-------------------------|------------------------|-------------------------------------|------------------------------|
| 75-76 | 5,036 | \$20.50 | \$103,238 | \$121,871 | \$18,633 |
| 76-77 | 5,693 | \$21.00 | \$119,553 | \$137,771 | \$18,218 |
| 77-78 | 6,200 | \$21.00 | \$130,200 | \$150,040 | \$19,840 |
| 78-79 | 6,800 | \$20.00 | \$136,000 | \$164,560 | \$28,560 |
| 79-80 | 7,300 | \$21.00 | \$153,300 | \$176,660 | \$23,360 <u>\$108,611</u> |