



PART I Executive Summary

DEPARTMENT OF ADMINISTRATION 1978-79 BUDGET PRESENTATION

November 1, 1977

Richard D. Lamm, Governor
Thomas H. Sheehan, Jr., Executive Director

DEPARTMENT OF ADMINISTRATION
1978-1979 BUDGET SUBMISSION

As depicted, the Department of Administration is transmitting to the Joint Budget Committee (JBC) the Department's budget request and justification in four parts for Fiscal Year 1978-79. The four parts are:

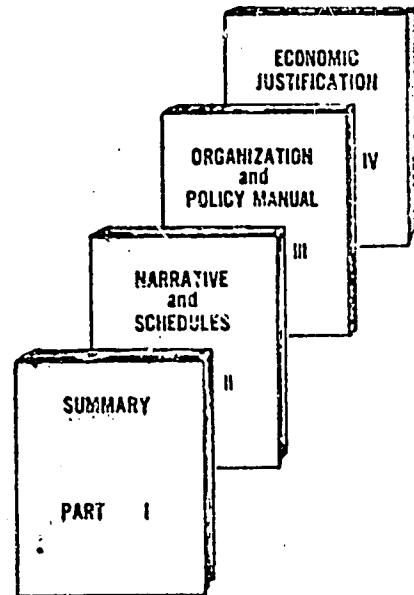
Part I -- "Summary" -- A brief recapitulation of the budget request, highlighting the overall organization, key budget indicators, important requests, statistical summaries, and budget process.

Part II -- "Narratives and Schedules" -- The standard forms and support data required by the JBC.

Part III -- "Organization and Policy Manual" -- Departmental organization relationships, policy statements, extracts of Colorado Revised Statutes, and Executive Order references that pertain to the Department.

Part IV -- "Economic Justification" -- Economic analyses to support and substantiate new resource requests.

This document is Part I.



DEPARTMENT OF ADMINISTRATION

FY 1978-79

BUDGET SUBMISSION

PART I

EXECUTIVE SUMMARY

November 1, 1977

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INTRODUCTION

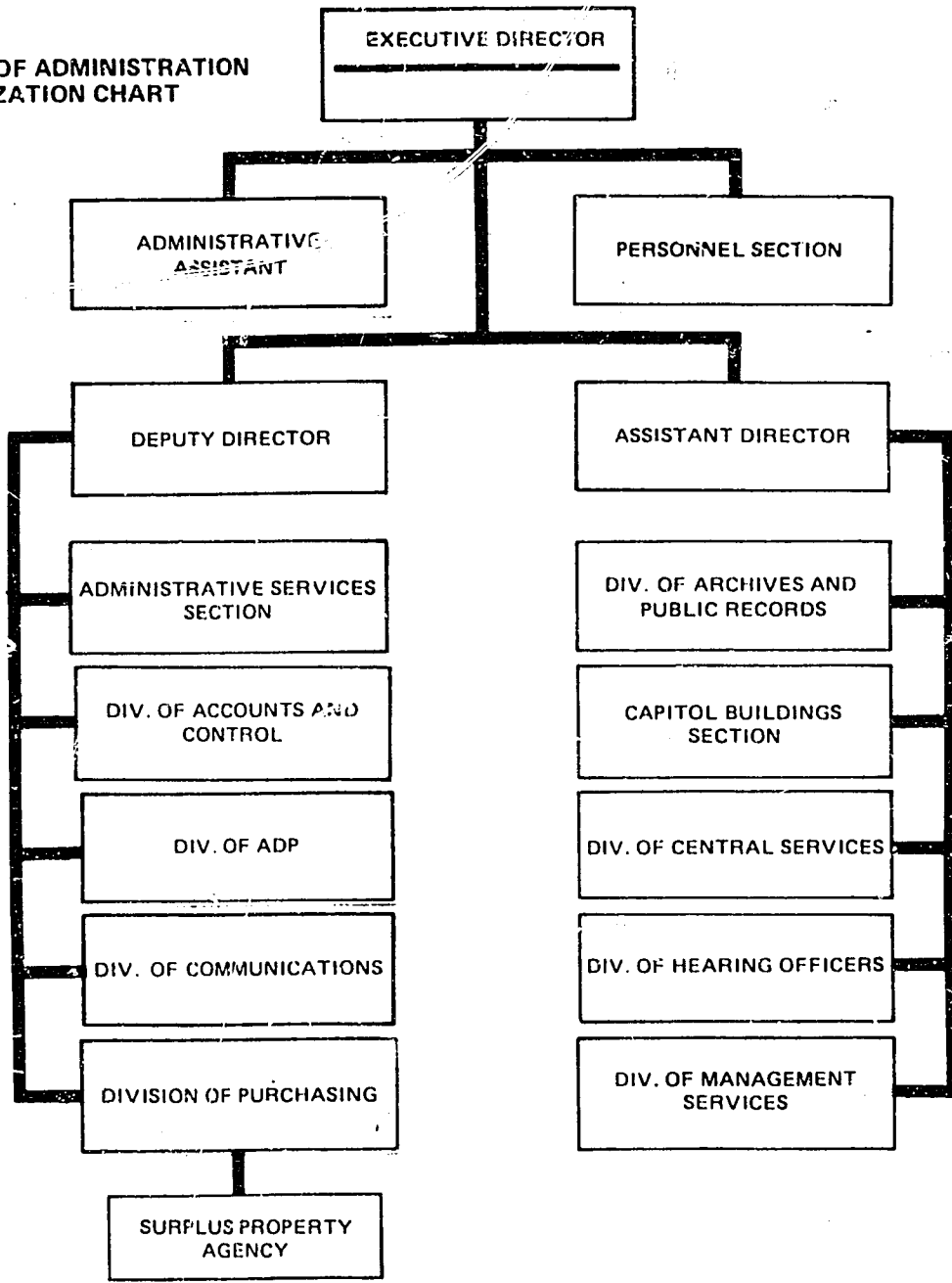
The purpose of this Executive Summary is to provide the Governor, Legislators, Joint Budget Committee, its staff analysts, and others with a condensation of the Department of Administration budget request for fiscal year 1978-79. The Department's budget submission includes \$9,480,143 from the general fund and \$13,760,740 in spending authority from cash funds.

Department of Administration primary responsibilities include the provision of services to the citizens of Colorado and other agencies of State government. These services include:

- Centralized accounting, financial administration and fiscal control.
- Archival and public record management.
- Automated Data Processing (ADP) planning, system development for 12 agencies; centralized computer operation for 24 agencies; and data creation for 16 agencies.
- Maintenance of Capitol Buildings.
- Centralized printing, mail-messenger, stores, motor pool, microfilm, and other services for agencies in the Capitol area and four surrounding counties.
- Operation of communication systems, e.g. voice and data via microwave system and agency telephone systems.
- Legal hearing services.
- Purchasing coordination and services.
- Distribution of surplus property.
- Management studies and consulting services.

An overall organization chart of the Department of Administration is shown on the following page.

DEPARTMENT OF ADMINISTRATION
ORGANIZATION CHART

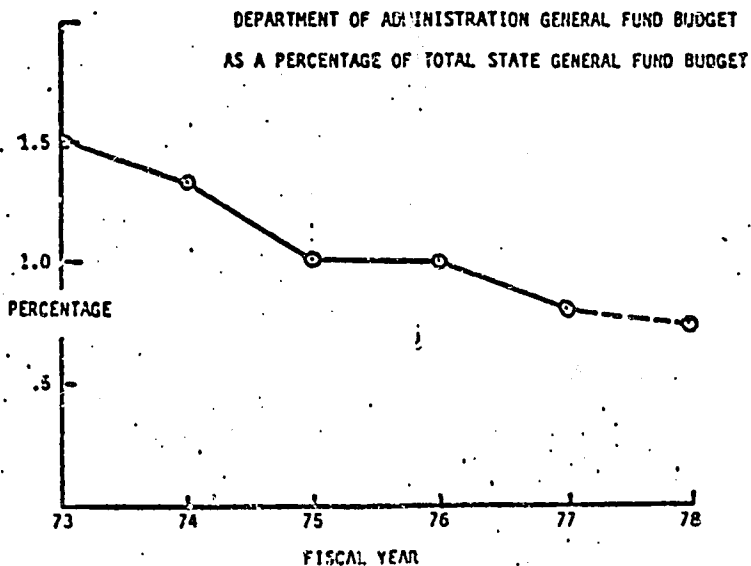


KEY BUDGET INDICATORS

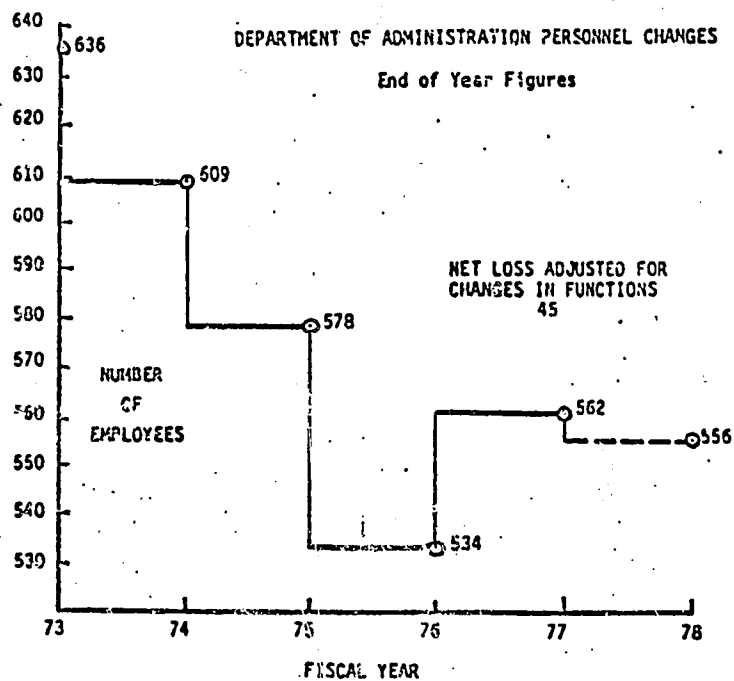
Prior years' budgets have been analyzed to determine how this department has fared over the years in its annual budget process.

Several interesting statistics have resulted from this analysis.

First, the department has been allocated a decreasing percentage of the State's general fund budget, e.g. from 1.5% in FY 72-73 to less than .8% in FY 77-78. If our total request is authorized, the department's budget will be about .88% of the total state's General Fund budget.



Second, while the workload of the department has dramatically increased, the total number of FTE's has decreased, e.g. from 609 in FY 72-73 to 556 in FY 77-78. After making adjustments for gains or losses attributed to changes in functions, the department suffered the loss of 45 FTE positions while performing its continuing responsibilities.



IMPORTANT REQUESTS

This subsection highlights the key issues in the department's request by division.

- Office of Executive Director

- Approve \$45,000 for studies which will result in improved financial management and enhanced efficiency. Examples of the type of studies that may be required 8 months from now are: Forms Management, security of State Capitol Buildings Complex, expansion of Central Services, or others as emergency needs dictate.

Reason: Unexpected requirements arise during any fiscal year that dictate the necessity for immediate study and resolution. These funds would provide the resources to meet such exigencies.

- Revert the office's organization, for funding purposes, to the structure utilized through FY 75-76. That organization includes the program functions of Management Services, Administrative Services, and Personnel Section. The previous two years' budgets had these organizations funded separately in the Long Bill.

Reason: This arrangement has not been acceptable as it reduces management flexibility and increases internal accounting workload.

- \$40,000 requirement for implementation and operation of a word processing-billing capability for Administrative Services.

Reason: As depicted in Part II of this budget submission, the workload of this section has increased dramatically without any additional resources. While productivity increases have been realized, this section has not provided acceptable service to its customers. Various alternatives have been examined and it has been determined that a word processing-billing capability is urgently needed to handle the present workload and to accommodate any future volume increases generated by the passage of SB 285. Part IV of the department's budget submission contains the economic analysis and justification for this requirement.

- Modify the ratio of general fund to cash fund support of Management Services from the current year 75-25% to 60-40%.

Reason: In the current year, FY 1977-78, Management Services was supported, for the first time, as a partial cash-fund agency. Previously this function was 100% General Funded; it is now 75% General Funded-25% cash funded. For next year, this budget increased the cash portion to 40%. Sufficient time, 3 to 4 years, is needed to complete the change to cash funding in order to ensure that customer agencies have adequate consulting service and study funds to reimburse Management Services for their support.

- Empower Management Services to accept more funded projects from customer agencies, if the situation arises, than its cash funded budget would normally authorize.

Reason: In the event that agencies request more consulting engagements than we have cash funding capacity to handle, prior authority is necessary to accept the additional workload. Past experience indicates that the other alternative, the supplemental route, is not sufficiently responsive or timely enough to accommodate the situation.

- Division of Accounts and Control

- Approve \$30,000 for an accounting study. The study would ascertain the needs of those managers who require financial management information and would determine the effective computer methods to satisfy those requirements.

Reason: The basic design of the Central Accounting System is nine years old. Periodic criticisms, comments, and complaints are received that indicate better and more timely financial management information is required by various levels of management.

- Authorize \$57,500 additional cash funds to employ 4 more FTE's in the division's debt collection unit.

Reason: Additional uncollected accounts exist in various agencies. By increasing the staff, at no cost to the State, it is anticipated that additional revenues, in the amount of \$230,000, will accrue to the State. In the event the increased workload and revenue, predicted in the justifying economic analysis contained in Part IV of this budget submission, materializes the four additional FTE's will be incrementally hired to meet the volume of business. If the increases do not materialize, the additional FTE's will not be hired.

- Division of ADP

- Approve the computer upgrade, at the cost of \$423,400 for the central processor and \$75,900 for the peripheral equipment.

Reason: The anticipated growth in computer workload that will occur in FY 77-78 will saturate our present capacity and users will experience serious degradation in service performance. For additional information and complete justification, refer to the economic analysis contained in the task force's report entitled "Study for the ADP General and Financial Management Steering Committee" which will be provided separately to the JBC.

● Capitol Buildings Section

- Approve the additional 2 FTE's at a cost of \$30,000.

Reason: We are requesting \$21,000 to fund one FTE required to establish and maintain a Preventative Maintenance System for all the buildings and equipment in the Capital Complex. This section has historically operated under a corrective maintenance policy which meant that equipment was repaired after a failure or problem occurred. We need to establish a system which would: inventory all equipment; obtain pertinent operating and maintenance manuals; develop a daily, weekly, monthly, quarterly, annual, etc. maintenance tickler list; and establish records of maintenance performed.

The budget includes \$9,000 to employ one additional janitor in the State Capitol in the attempt to improve its daily appearance and cleanliness.

- Increase utility appropriation by \$298,000 which is composed of this year's shortfall of \$150,000 and a predicted new inflation requirement of \$140,000 for FY 1978-79.

Reason: Increased costs of all forms of utilities necessitate additional funds.

● Division of Central Services

- Authorize the cash fund increase of 5.2 million and 90 FTE's that are required to accommodate the increased responsibilities of providing common services throughout the four counties surrounding the Capitol that was authorized by Senate Bill 285.

The 5.2 million dollar increase is composed of 90 FTE and \$4,234,192 in operating expense.

The 90 FTE and the \$4,234,192 are broken down as follows:

| | <u>Operating Expense</u> | <u>FTE</u> |
|--|--------------------------|------------|
| 1. Inflation | \$ 222,192 | 0 |
| 2. Consolidation of Department of Revenue Mailroom | 500,000 | - |
| 3. Copiers | 804,000 | 0 |
| 4. Printing & Graphics | 1,024,000 | 54.0 |
| 5. Office Supplies | 953,000 | 20.0 |
| 6. Mail Room | 521,000 | 8.0 |
| 7. Microfilm | <u>210,000</u> | <u>8.0</u> |
| TOTAL | \$ 4,234,192 | 90.0 FTE |

The above list is in priority order. Items 1 and 2 are required to continue operation and to complete the Capitol Complex consolidation. Items 3 through 7 are required to implement consolidation within the four-county area during 1978-1979.

Reason: When Central Services was created in fiscal year 1975-1976 to provide common services in the Capitol area, the State achieved savings in excess of \$500,000 by consolidating functions and eliminating redundant services and positions. The same situation may be possible in the four-county area as Central Services absorbs and consolidates common functions currently being performed by other agencies. Additional positions will not be created; some existing positions will be transferred to Central Services, and others will be eliminated. A detailed economic analysis justifying this request is contained in an appendix to part IV of this budget submission.

● Division of Communications

- Approve one additional FTE, in the telephone program, who is needed to perform studies of agency telephone requirements in order to develop telephone systems and prepare Requests for Proposals.

Reason: Significant savings could be realized if this division could conduct the telephone studies that are currently backlogged. These backlogs have existed for over two years but due to lack of qualified personnel the division has not been able to provide the necessary support to other agencies. An economic analysis justifying this requirement is contained in Part IV of this budget submission.

● Division of Hearing Officers

- Authorize two additional FTE's who are required to handle the volume of hearings at our customer agencies.

Reason: The staffing of hearing officers was predicated on the case-loads of FY 76-77's actuals and FY 77-78 forecasted. The volume of cases has dramatically increased, by 28%, and an increase of 2 hearing officers, or 18%, is necessary to handle the workload.

● Division of Purchasing

- Authorize \$25,000 for a self-insurance study.

Reason: The State is currently spending over \$1.2 million to secure liability, fidelity, and fire coverage from commercial carriers. Despite the increasing premium costs, the State is encountering ever increasing reluctance from the carriers to bid on liability insurance. It is essential that a self-insurance study be performed, as early as possible, before the State finds itself uninsured for a catastrophe.

● Surplus Property Agency

- Approve an increase of 4 cash funded FTE's in order to handle the additional workload created by the expansion of the surplus program under Public Law 94-519.

Reason: Public Law 94-519, effective October 17, 1977, extends eligibility to obtain federal surplus from the current 688 agencies to approximately 1800. The additional personnel are essential to handle the anticipated workload. In the event the increased workload materializes, as predicted in the economic analysis contained in Part IV of this budget submission, the additional FTE's will be hired incrementally to meet the increased volume of business.

STATISTICAL SUMMARY

The General Fund budget reflects the increase for those requirements which the department needs to function properly. The individual increases which comprise the \$1.42 million are described and substantiated in Part II of this budget submission.

General Fund Budget

| Division | 1977-78 Estimated Expenditures | 1978-79 Requested Appropriation | 77-78 vs 78-79 % Increase |
|---------------------------|--------------------------------------|---------------------------------------|---------------------------------|
| Executive Director | 191,312 | 237,967 | 24.4 |
| Personnel Section | 40,795 | 41,767 | 2.4 |
| Administrative Services | 179,349 | 221,171 | 23.3 |
| Management Services | 174,256 | 142,356 | (18.3) |
| Division Total | <u>585,712</u> | <u>643,261</u> | 9.8 |
| Accounts and Control | 860,711 | 875,311 | .0 |
| Archives & Public Records | 255,476 | 254,559 | (.03) |
| Automated Data Processing | 2,715,854 | 3,356,258 | 24.7 |
| Capitol Buildings | 2,480,878 | 3,068,503 | 23.7 |
| Central Services | - | - | - |
| Communications | 885,386 ⁽¹⁾ | 922,387 | 4.2 |
| Hearing Officers | - | - | - |
| Purchasing | 275,217 | 309,864 | 12.6 |
| Surplus Property | - | - | - |
| Department Total | <u>8,059,234</u> | <u>9,480,143</u> | 17.6 |

(1) Includes supplemental appropriation of \$159,377 for three month funding of telephone section.

This table summarizes the cash funded budget request in comparison to the current year. Of the \$5.38 increase, \$5.30 million, or 98.5% results from a new State or Federal statutes. The remaining increase is attributed to increased workload or to a change of funding from General Fund to cash funding.

Cash and Federal Fund Budgets

| DIVISION | 1977/78 ESTIMATED Expenditures | 1978/79 REQUESTED Appropriation | 77/78 vs 78/79 % Increase |
|---------------------------|--------------------------------------|---------------------------------------|---------------------------------|
| Executive Director | - | - | - |
| Personnel Section | 4,770 | 1,590 | (66.7) |
| Administrative Services | - | - | - |
| Management Services | 56,270 | 90,904 | 61.5 |
| Division total | <u>61,040</u> | <u>92,494</u> | 51.5 |
| ACCOUNTS AND CONTROL | 94,065 | 157,223 | 67.1 |
| ARCHIVES & PUBLIC RECORDS | - | - | - |
| AUTOMATED DATA PROCESSING | 880,007 | 746,521 | (15.2) |
| CAPITOL BUILDINGS | 28,747 | 28,747 | - |
| CENTRAL SERVICES | 4,179,533 | 9,391,484 | 124.7 |
| COMMUNICATIONS | 2,492,143 ⁽¹⁾ | 2,535,312 | 1.7 |
| HEARING OFFICERS | 301,716 | 381,273 | 26.4 |
| PURCHASING | - | - | - |
| SURPLUS PROPERTY | 344,364 | 427,486 | 24.1 |
| DEPARTMENT TOTAL | <u>8,381,679</u> | <u>13,760,740</u> | 64.2 |

(1) Includes supplemental appropriation of \$76,632 for three months funding of telephone section.

This summary depicts the FTE changes requested in the budget. A 2.2 FTE net increase is required for the General Fund. The cash funded FTE increase, of 99.4, is attributed primarily to new functions the department must perform according to State and Federal statutes; e.g. 94 of the 29.4. The remainder are required for additional workload increases that cannot be accommodated by further productivity improvements.

| Division/Section | FTE | | Σ Changes |
|---------------------------------|---------------|---------------|--------------|
| | 77-78 | 78-79 | |
| Executive Director | 6.0 | 6.0 | - |
| Personnel Section | 2.75 | 2.25 | (18.2) |
| Administrative Services Section | 11.0 | 11.0 | - |
| Management Services Section | 9.7 | 10.0 | 3.0 |
| Division Total | <u>29.45</u> | <u>29.25</u> | (.1) |
| Accounts and Control | 46.0 | 50.0 | 8.7 |
| Archives and Public Records | 14.75 | 14.75 | - |
| Automated Data Processing | 128.2 | 126.0 | (.1) |
| Capitol Buildings Section | 142.5 | 145.5 | 2.1 |
| Central Services | 98.0 | 100.0 | 91.8 |
| Communications | 57.0 | 58.0 | 1.7 |
| Hearing Officers | 11.0 | 13.0 | 18.2 |
| Purchasing | 14.0 | 14.0 | - |
| Surplus Property | <u>15.0</u> | <u>19.0</u> | 26.7 |
| Department Total | <u>555.9</u> | <u>657.5</u> | 18.3 |
| General Fund | 334.95 | 337.15 | .1 |
| Cash Fund | <u>220.95</u> | <u>320.35</u> | 44.9 |
| TOTAL | <u>555.9</u> | <u>657.5</u> | 18.3 |

BUDGET PROCESS

PREPARATION

Budget preparation is an important effort in the Department. Considerable time and resources, not apparent to the outsider, are devoted to this function. Management is committed to a carefully prepared and rigorously executed budget.

A typical budget preparation cycle is outlined below:

- February and March - Seminars and classes to plan the forthcoming budget submission, to enhance the requisite skills of economic analyses, to determine necessary data for back-up justification, etc.
- April - Supervisors submit concept papers for new or expanded functions contemplated for the forthcoming budget submission.
- May - Goals and objectives are formulated by the division directors for the budget request.
- June - Executive Director reviews the concept papers and proposed goals and objectives; provides tentative approval to supervisors.
- July - Economic Analysis and Justification are prepared by each division for those items that were tentatively approved.
- August - Review and final approval by Executive Director of goals, objectives, and economic analyses.
- September and October - Budget narrative and financial schedules are prepared.
- October - Review and approval by Office of State Planning and Budgeting and the Governor.
- October and November - Budget submission to Legislature.
- December - Budget hearings.
- January through March - Respond to analyst questions and requests.
- April or May - Figure setting.

SUBMISSION

As part of an enhanced budget submission process in the Department of Administration, each request for a new or expanded function requires economic justification. The approval criteria include:

- The requirement must be realistic, attainable, and practical.
- The function must provide a required service to either the citizens or to other state agencies.
- Various options must be studied in order to determine the most efficient and economic method of providing the required service.
- The Executive Director established a discounted cash flow rate-of-return (DCFROR) of at least 15% as the minimum project hurdle rate, unless the project is required by statute.

Listed below are projects with economic analyses and justifications that appear in Part IV. The table ranks projects by DCFROR and whether or not the project is included in the budget request. (Yes/No). Many valid requests were not included due to the 7% limitation imposed by HB 1726.

| PROJECT TITLE | DIVISION | DCF ROR | BUDGET INCLUSION |
|--|----------------------|------------|---------------------|
| Word Processing System | Administrative Ser. | 700.0% | Yes |
| Audits of Group II Agencies | Purchasing | 580.0% | No |
| New Federal Program | Surplus Property | 218.0% | Yes |
| Debt Collection Unit | Accounts and Control | 200.0% | Yes |
| Electronic Specialist | | | |
| Microwave System Maintenance | Communications | 200.0% | No |
| Higher Education Training | ADP | 73.0% | No |
| ADP Audits | ADP | 36.0% | No |
| Data Line Monitor and Terminals | ADP | 25.0% | Yes |
| Computer Upgrade | ADP | 22.0% | Yes |
| Telephone Studies | Communications | 15.0% | Yes |
| Microwave Replacement | Communications | 10.0% | No |
| Clerical Support | Personnel | 0% | No |
| Training-Department Staff | Personnel | 0% | No |
| Draftsman | Communications | 0% | No |
| Storekeeper | Communications | 0% | No |
| Emergency Medical Services Planning | Communications | 0% | No |

EXECUTION

Budget execution is the key element in the total budget cycle that contributes to effective management.

At the beginning of fiscal year 1976-77, a Monthly Management Reporting system was designed and implemented. The report, by total department and by each division, displays actual data versus planned estimates and variances for all budget line items, major performance and workload indices, and major project milestones. This management tool has been effective in highlighting deviations from plans, in detecting potential problems early, and substantiating accomplishments.

The reports were modified to incorporate the improvements that were dictated by last year's experience.

Each month, by the 3rd working day, the reports are provided to the department's managers. After initial review to determine status of expenditures, personnel, workload, productivity, and project progress, the reports are used throughout the month as an aid to decision making.

On the following pages, sample reports are displayed; brief explanations are provided for the information contained therein.

PERSONNEL SUMMARY
DEPARTMENT OF ADMINISTRATION

MONTH September

YEAR 1977-1978

| DIVISION | AUTHORIZED FTE | TOTAL NUMBER OF POSITIONS | | POSITIONS FILLED | | POSITIONS VACANT | | ADJUSTMENTS IN PROCESS | VACANCY SAVINGS GOALS (MAY-JUNE) | | VACANCY SAVINGS ACTUAL (MAY-JUNE) | |
|-----------------------------|-------------------|------------------------------|--------|---------------------|-------|---------------------|-------|------------------------------|-------------------------------------|--------|--------------------------------------|--------|
| | | FIELDS | VACANT | THIS MONTH | Y-T-D | THIS MONTH | Y-T-D | | THIS MONTH | TOTAL | THIS MONTH | TOTAL |
| EXECUTIVE SERVICES | 6.0 | 5 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PERSONNEL | 2.0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ADMINISTRATIVE SERVICES | 11.0 | 11 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 3 |
| MANAGEMENT SERVICES | 10.0 | 8 | 2 | 0 | 1 | 1 | 2 | 1 | 0 | 0 | 22 | 61 |
| ACCOUNTS AND CONTROL | 46.0 | 46 | 0 | 0 | 4 | 0 | 4 | 1 | 0 | 0 | 0 | 16.1 |
| AUTOMATED DATA PROCESSING | 128.0 | 102 | 27 | 2 | 3 | 4 | 9 | 5 | 30.5 | 266 | 776 | 1632 |
| ARCHIVES AND PUBLIC RECORDS | 14.75 | 11 | 3 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 46 | 198 |
| CAPITAL SERVICES | 142.5 | 112.1 | 14 | 1 | 29 | 4 | 21 | 4 | 42.0 | 753.2 | 285 | 776 |
| CAPITAL PROJECTS | 5.0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CENTRAL SERVICES | 100.0 | 73 | 17 | 3 | 10 | 5 | 16 | 4 | 0 | 0 | 156 | 966 |
| COMPUTATIONS | 55.5 | 57 | 0 | 0 | 2 | 0 | 0 | 0 | 51.2 | 610.6 | 0 | 21 |
| TRAINING OFFICERS | 11.0 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 18.4 | 221.00 | 0 | 3 |
| PURCHASING | 14.0 | 14 | 2 | 0 | 0 | 0 | 0 | 2 | 4.0 | 71.8 | 0 | 0 |
| SCIENCE PROPERTY | 15.0 | 14 | 2 | 1 | 2 | 1 | 2 | 2 | 0 | 0 | 22 | 57 |
| TOTAL | 540.75 | 493 | 67 | 6 | 43 | 15 | 53 | 22 | 168.9 | 2022.6 | 1677 | 3762.5 |

BEST COPY AVAILABLE

The report provides the personnel status for each division, displaying authorization, positions filled or vacant, and vacancy savings goals and actuals, by the month and for the year-to-date. This report answers the questions: "What is our personnel status?"; "Where are our vacancies?"; "Are we achieving the imposed vacancy savings?"; "Can I fill a vacancy now, or must I wait?", etc.

STATE OF MONTANA

Department of Administration

Month September

Fiscal Year 1977-78

| Month | Total Expense Plan | | Personal Services Plan | | Operating Expenses Plan | | Travel Plan | | Capital Outlay Plan | | Utilities Plan | | Telephone Equipment | | Other (1) | | Plan | | Plan | | |
|------------|--------------------|---------|------------------------|--------|-------------------------|--------|-------------|------|---------------------|------|----------------|-------|---------------------|-------|-----------|-------|--------|------|--------|------|--|
| | Actual | Plan | Actual | Plan | Actual | Plan | Actual | Plan | Actual | Plan | Actual | Plan | Actual | Plan | Actual | Plan | Actual | Plan | Actual | Plan | |
| JUL | 1175.4 | 1257.1 | 429.7 | 449.0 | 777.4 | 808.1 | 0 | 0 | 20.0 | 1.4 | 12.7 | 0 | 0 | 48.2 | 53.5 | 21.3 | 21.3 | | | | |
| AUG | 1171.3 | 1257.1 | 428.0 | 449.0 | 743.3 | 808.1 | 1.4 | 2.4 | 1.7 | 1.9 | 40.7 | 0 | 0 | 66.2 | 57.9 | 16.7 | 21.3 | | | | |
| SEP | 1140.7 | 1257.1 | 429.1 | 449.0 | 711.6 | 808.1 | 3.5 | 0 | 4.6 | 0 | 37.5 | 0 | 0 | 66.2 | 29.4 | 21.3 | 21.3 | | | | |
| OCT | 1237.9 | 1257.1 | 459.3 | 449.0 | 778.6 | 808.1 | 3.5 | 0 | 9.0 | 15.0 | 34.3 | 113.2 | 0 | 66.2 | 31.8 | 21.3 | 21.3 | | | | |
| NOV | 1231.3 | 1257.1 | 457.3 | 449.0 | 774.0 | 808.1 | 3.9 | 0 | 9.6 | 15.0 | 37.5 | 113.2 | 0 | 66.2 | 21.2 | 21.3 | | | | | |
| DEC | 1321.3 | 1257.1 | 706.6 | 449.0 | 614.7 | 808.1 | 3.7 | 0 | 8.1 | 0 | 48.6 | 66.2 | 0 | 21.2 | 21.2 | 21.3 | | | | | |
| JAN | 1310.7 | 1257.1 | 704.7 | 449.0 | 606.0 | 808.1 | 3.4 | 0 | 4.6 | 0 | 57.1 | 66.2 | 0 | 23.9 | 23.9 | 21.3 | | | | | |
| FEB | 1328.2 | 1257.1 | 712.6 | 449.0 | 615.6 | 808.1 | 3.6 | 0 | 13.7 | 0 | 60.6 | 66.2 | 0 | 21.3 | 21.3 | 21.3 | | | | | |
| MAR | 1320.1 | 1257.1 | 712.6 | 449.0 | 607.5 | 808.1 | 3.7 | 0 | 14.1 | 0 | 60.6 | 66.2 | 0 | 21.3 | 21.3 | 21.3 | | | | | |
| APR | 1307.8 | 1257.1 | 716.6 | 449.0 | 591.2 | 808.1 | 4.6 | 0 | 13.8 | 0 | 44.0 | 66.2 | 0 | 27.0 | 27.0 | 21.3 | | | | | |
| MAY | 1259.0 | 1257.1 | 707.6 | 449.0 | 551.4 | 808.1 | 5.1 | 0 | 4.4 | 0 | 66.0 | 66.2 | 0 | 21.3 | 21.3 | 21.3 | | | | | |
| JUN | 1189.3 | 1257.1 | 708.8 | 449.0 | 480.5 | 808.1 | 4.3 | 0 | 4.6 | 0 | 29.5 | 66.2 | 0 | 24.2 | 24.2 | 21.3 | | | | | |
| JUL | 1171.0 | 1257.1 | 711.2 | 449.0 | 459.8 | 808.1 | 3.1 | 0 | 4.3 | 0 | 17.2 | 66.2 | 0 | 15.3 | 15.3 | 21.3 | | | | | |
| TOTAL PLAN | 14922.3 | 14922.3 | 8426.4 | 8426.4 | 6495.9 | 6495.9 | 44.6 | 0 | 166.2 | 0 | 467.3 | 510.0 | 0 | 337.5 | 337.5 | 213.0 | | | | | |
| TOTAL PLAN | 2457.1 | 2457.1 | 2037.8 | 2037.8 | 453.3 | 453.3 | 10.2 | 0 | 82.6 | 0 | 68.8 | 127.4 | 0 | 140.8 | 140.8 | 21.3 | | | | | |
| TOTAL PLAN | 1790.9 | 1790.9 | 1968.2 | 1968.2 | 473.6 | 473.6 | 4.9 | 0 | 89.3 | 0 | 45.0 | 113.2 | 0 | 116.7 | 116.7 | 21.3 | | | | | |
| VARIANCE | 456.2 | 0 | 69.6 | 0 | 353.9 | 0 | 5.3 | 0 | .3 | 0 | (16.2) | 19.2 | 0 | 24.1 | 24.1 | 0 | | | | | |
| TOTAL PLAN | 14476.1 | 14476.1 | 8356.8 | 8356.8 | 6142.0 | 6142.0 | 39.1 | 0 | 165.9 | 0 | 483.5 | 550.8 | 0 | 313.4 | 313.4 | 213.0 | | | | | |
| TOTAL PLAN | 84.5 | 84.5 | 0 | 0 | 79.5 | 79.5 | 0 | 0 | 2.4 | 0 | 0 | 0 | 0 | 4.6 | 4.6 | 0 | | | | | |
| TOTAL PLAN | 11844.9 | 11844.9 | 6454.7 | 6454.7 | 4217.4 | 4217.4 | 39.5 | 0 | 76.5 | 0 | 362.3 | 450.8 | 0 | 216.2 | 216.2 | 213.0 | | | | | |

(1) Includes tree care, rents, motor pool, tower lighting and painting, test facility lease, agency AOP, group health insurance, rocky mountain public broadcasting.

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This report is prepared for the Department. Similiar reports are prepared for each division or section. The report shows an annual spending plan for each element of P.O.T.C., for each separate major Long Bill item, and the organization's total. Actuals are posted for each month; variances from plans are computed. This report answers the questions: "What is the status of our funds?"; "Am I above or within plan?"; "Which budget line items are in trouble?"; "What areas require immediate management attention?"; "Will i make it through the Year?", etc.

PERFORMANCE/WORKLOAD HIGHLIGHTS

Division ACCOUNTS AND COSTS

Month September

Fiscal Year 1958

| MONTH | NUMBER OF WARRANTS ISSUED (Thousands) | | NUMBER OF CONTRACTS PROCESSED | | DOLLAR AMOUNT OF BAD DEBTS COLLECTED (3000s) | | NUMBER OF VOUCHERS PROCESSED AT AGENCIES (Thousands) | | NUMBER OF VOUCHERS PROCESSED AT ACCOUNTS AND CONTROL (Thousands) | | | | | | | |
|----------------|---------------------------------------|-----------|-------------------------------|-----------|--|-----------|--|-----------|--|-----------|-------|-----------|-------|-----------|-------|-----------|
| | Plan* | Past Year | Plan* | Past Year | Plan* | Past Year | Plan* | Past Year | Plan* | Past Year | Plan* | Past Year | Plan* | Past Year | Plan* | Past Year |
| JUL | 77.5* | | 609* | | 78.0* | | 3.3* | | 19.2* | | | | | | | |
| | 56.2 | 69.9 | 802 | 722 | 23.2 | 6.8 | 4.1 | | 21.6 | 29.9 | | | | | | |
| AUG | 81.2* | | 724* | | 19.0* | | 3.3* | | 18.7* | | | | | | | |
| | 79.5 | 57.3 | 724 | 645 | 19.3 | 3.1 | 4.3 | | 23.6 | 22.2 | | | | | | |
| SEP | 36.0* | | 1,075* | | 23.0* | | 1.3* | | 17.2* | | | | | | | |
| | 55.8 | 31.7 | 655 | 1,337 | 18.6 | 19.8 | 4.0 | | 6.7 | 27.3 | | | | | | |
| OCT | 53.0* | | 613* | | 24.0* | | 1.3* | | 17.2* | | | | | | | |
| | 34.3 | | 619 | | 11.7 | | | | | 20.5 | | | | | | |
| NOV | 33.2* | | 623* | | 28.0* | | 1.3* | | 13.2* | | | | | | | |
| | 32.2 | | 723 | | 16.3 | | | | | 12.3 | | | | | | |
| DEC | 30.0* | | 452* | | 19.0* | | 1.3* | | 12.2* | | | | | | | |
| | 33.3 | | 619 | | 21.4 | | | | | 22.2 | | | | | | |
| JAN | 27.2* | | 609* | | 22.0* | | 1.3* | | 14.2* | | | | | | | |
| | 31.0 | | 376 | | 26.3 | | | | | 28.7 | | | | | | |
| FEB | 34.0* | | 535* | | 19.0* | | 1.3* | | 14.2* | | | | | | | |
| | 35.2 | | 332 | | 24.6 | | | | | 19.9 | | | | | | |
| MAR | 40.0* | | 657* | | 20.0* | | 1.3* | | 16.2* | | | | | | | |
| | 38.9 | | 643 | | 17.0 | | | | | 21.0 | | | | | | |
| APR | 39.0* | | 613* | | 12.0* | | 1.3* | | 16.2* | | | | | | | |
| | 39.0 | | 553 | | 22.9 | | | | | 21.8 | | | | | | |
| MAY | 34.0* | | 675* | | 12.0* | | 1.3* | | 14.2* | | | | | | | |
| | 33.3 | | 603 | | 20.2 | | | | | 18.7 | | | | | | |
| JUN | 67.0* | | 675* | | 17.0* | | 1.3* | | 14.2* | | | | | | | |
| | 65.3 | | 623 | | 22.0 | | | | | 22.0 | | | | | | |
| TOTAL | 700.0* | 648.6 | 9,600* | 9,322 | 152.0 | 247.6 | 37.6* | | 197.9* | 247.3 | | | | | | |
| T-T-O PLAN | 150.0 | | 2,175 | | 84.0 | | 9.9 | | 55.1 | | | | | | | |
| T-T-O ACTUAL | 192.6 | | 1,982 | | 114.8 | | 12.5 | | 54.7 | | | | | | | |
| T-T-O VARIANCE | 2.6 | | (1,193) | | 30.8 | | 2.4 | | (.4) | | | | | | | |

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This report is prepared for each division. The major workload indices are monitored to ascertain productivity and to determine if over/understaffing exists. Actuals are compared to plan and to prior year performance. This report answers the questions: "Is our workload increasing or decreasing?"; "Are we achieving the forecasted and budgeted productivity?"; "Are we furnishing the service levels that we have established?", etc.

OBJECTIVE ACCOMPLISHMENT HIGHLIGHTS

Division CENTRAL SERVICES

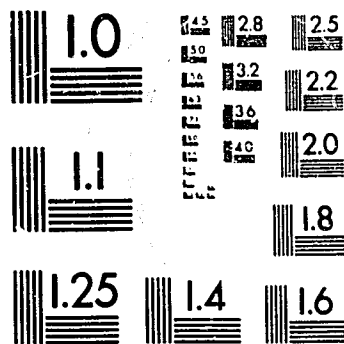
Date SEPTEMBER

| Project | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Latest Date |
|--|--------------|--------------|--------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------------|
| DETERMINE SERVICE LEVELS: | | | | | | | | | | | | | |
| 1) STORES | | | | | | | 0 | | | | | | |
| | | ----- 20% | ----- 20% | | | | 0 | | | | | | |
| 2) PRINTING | | | | | | | | | | | | | |
| | | ----- 20% | ----- 20% | | | | 0 | | | | | | |
| 3) QUICK-COPY | | | | | | | | | | | | | |
| | | ----- 20% | ----- 20% | | | | 0 | | | | | | |
| 4) MAIL-MESSENGER | | | | | | | | | | | | | |
| | | ----- 20% | ----- 20% | | | | 0 | | | | | | |
| 5) MOTOR POOL | | | | | | | | | | | | | |
| | | ----- 20% | ----- 20% | | | | 0 | | | | | | |
| DEVELOPE A PLAN TO IMPLEMENT SB 285 | | | | | | | | | | | | | |
| | | ----- 10% | ----- 15% | | | | | | | | | | |
| IMPLEMENT A PERPETUAL INVENTORY SYSTEM FOR EMPLOYMENT FORMS-ROOM | | | | | | | | | | | | | |
| | | ----- 20% | ----- 20% | | | | | | | | | | |
| PUBLISH A CENTRAL SERVICES PROCEDURES MANUAL | | | | | | 0 | | | | | | | |
| | ----- 30% | ----- 50% | ----- 75% | | | | | | | | | | |

Code: Planned Action Period _____ 0
 Actual Action Period + % Completed ----- 10%
 Revised Completion Date _____ 0
 Completed _____ 0

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This report is prepared for each division. Each major project's milestones are established and progress is tracked. The report answers the questions: "What are my major projects?"; "What is my progress to date?"; "Will I meet my commitment?"; etc.



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