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Department of Administration**

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# **DIVISION OF CENTRAL SERVICES**

**Annual Report  
Fiscal Year 1982 - 1983**



# Division of Central Services' Seventh Annual Report

## Year ended June 30, 1983

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**Distributed to:**

**Governor Richard D. Lamm**

**Lieutenant Governor Nancy Dick**

**The Colorado General Assembly:**

**Senator Ted L. Strickland**  
President of the Senate

**Senator J. Robert Allshouse**  
President pro tem of the Senate

**Senator Dan D. Noble**  
Senate Majority Leader

**Senator Ronald K. Stewart**  
Senate Minority Leader

**Members of the Senate**

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Speaker of the House of Representatives

**Representative Ronald H. Strahle**  
House Majority Leader

**Representative David Skaggs**  
House Minority Leader

**Members of the House of Representatives**

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This annual report, required by Colorado Revised Statute 24-30-1190, was designed, typeset, written and printed by the employees of the

**Division of Central Services,**

1525 Sherman Street, Room 15  
Denver, CO 80203  
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Jack E. Keene, Director.

December 1, 1983

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## PROFILE

The Division of Central Services is a statutory division of the Department of Administration, created on June 20, 1977 when Senate Bill 285 (now CRS 24-30-1101) was approved by Governor Richard D. Lamm. Prior to that date, the Division operated with authority granted by the executive order of February 17, 1976.

The Division's mission is to furnish support services to state agencies of the executive department located in Adams, Arapahoe, Jefferson or Denver Counties. Services currently offered include: printing, mail, micrographic,

graphic design and typesetting services. In addition, the Division also operates a motor pool, office copier management program, central office supply and forms storeroom and word processing unit.

Division responsibilities include also the approval of all service equipment acquisitions and staffing patterns of service functions for state agencies in its jurisdictional area. Central Services is a revolving fund agency; it receives no appropriated funds of any kind. Services are sold to client agencies at competitive prices as required by the Division's enabling legislation.

This annual report has been prepared pursuant to the provisions of Colorado Revised Statute 24-30-1109. It has been written, typeset, printed and distributed entirely by the employees of the Division of Central Services and forwarded to the Governor and General Assembly with the approval of the Department of Administration. The report reflects Division operations for Fiscal Year 1982-1983 and includes, but is not limited to, financial statements, equipment and personnel inventories, present and planned services. The requirements of the Long Bill of the General Assembly, as they reflect price competitiveness and indirect costs, are also included in this report.

# DIRECTOR'S MESSAGE

To the Governor and General Assembly:

Once again, the Division had another successful year even though we registered a loss of \$50,243 or .75% of sales. The loss was planned in that we did not raise our prices to recover all of the indirect overhead levied on Central Services by the Joint Budget Committee. We elected to keep our prices low because our customers were experiencing extremely tight budgets, therefore, we do not feel the loss represents any kind of problem.

## FINANCIAL HIGHLIGHTS

The Division did experience a growth of 15% in overall revenues. This growth is due to increased marketing efforts and greater focus on customer satisfaction.

Inventories also were reduced in light of increased sales that resulted in a greater number of inventory turnovers. Increasing inventory turnovers is good in that it reduces the amount of funds tied up in inventories thus freeing the funds for other use. It also works to reduce the size and frequency of cash borrowings from the Department of Treasury.

## LEGISLATION

Significant legislation was the successful continuance of the Division and the removal of future sunset requirements

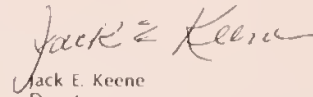
## NEW AND/OR EXPANDED ACTIVITIES

Throughout Fiscal Year 1982-1983 we concentrated not so much on new or expanded volumes of business but on new ways to produce a better product and improve customer satisfaction. We documented our Quality Control program and our customer service goals.

## FUTURE CHALLENGES


The continual challenge of any service business is to hold the line on costs while maintaining quality of goods and services, and improving customer satisfaction. It is no less so for Central Services. We will be concentrating particularly on keeping our customers satisfied through improved service in the next fiscal year.

In conclusion, I would like to thank all of our employees that worked so hard to make Central Services a successful operation. As this report shows our sales per FTE keep climbing to new highs—the result of our employees working harder than ever. My special thanks to Governor Lamm and the General Assembly for their forthright support of Central Services' continuance.



Jack E. Keene  
Director

December 1, 1983



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**DIVISION  
OPERATIONS**

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# DIVISION OPERATIONS

The State's economic condition during the period of this report was bleak. The federal government reduced support for state and local programs. In addition, the state experienced significant revenue shortfalls. Though state government programs generally were not dropped, many were reduced. State government agencies reacted by seeking the least costly of service alternatives.

Such conditions tend to stimulate Central Services' market. In their search for cheaper service alternatives, many of our customers turned to Central Services in that the Division usually represented the cheapest of all service source alternatives. So it was during Fiscal Year 1982-1983.

Continuing strong market demand was manifested in sales records that compare very favorably with those of previous fiscal years.

For the first time, the Division finished a fiscal year with a loss. The Division showed a loss of \$50,243 or .75% of its total revenues of \$6,700,321. Though operations income attained an unprecedented high of \$6,678,339, costs were higher than revenues. Inflexible indirect costs directed by the Long Bill were the largest contributor to the turnaround of the Division's healthy, profit-producing financial perfor-

mance since 1977. The Division was required by the Long Bill to pay approximately \$250,000 in indirect costs, which allowed little management flexibility.

The controller approved indirect costs for \$188,969, however, the J8C raised the amount to \$249,436 which was the main source of the loss.

During the year the Division implemented a plan to develop engineered productivity standards for most of the operating units. Increases in efficiency are anticipated. As these increases occur, it will not be necessary to adjust upwards the Division's price structure. It is our intent to hold the line on prices and to increase productivity and increase business as a means to get out of the present deficit posture. Some small additional relief is anticipated as a result of the transfer of the Division's license plate program to the Motor Vehicle Division in the Department of Revenue. Though losses were small, this unit has been a consistent money loser.

Fiscal 1982-1983 total sales rose by \$885,884 over the sales of the previous fiscal year. This figure represents a 15% increase over the sales of 1981-1982. It is also the largest dollar increase ever experienced by the Division.

## SHORT-TERM DEBT

Central Services' short-term debt reflects borrowing made under the provisions of CRS 24-75-203. Interest bearing loans by the Department of Treasury to agencies funded by revolving funds may be made for purposes of assisting cash flows. Cash shortages are produced by cyclic demand for Division services or by dramatic expansion of Division services such as when the Department of Revenue's Incoming Revenue Mail Room was consolidated in Fiscal Year 1979-180.

Implementation of a cash management system last fiscal year caused a reduction of interest expense to its present low level after the all-time high experienced in FY 1981-82. The approximately \$25,000 decline in interest expenses from last year's \$50,000 figure is the greatest single reduction ever experienced by the Division.

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## SHORT-TERM DEBT INTEREST EXPENSE for year ended June 30

	Interest expense	(Decline) Increase from prior year
1979	\$23,455	(14,754)
1980	\$11,542	(\$11,913)
1981	\$34,185	\$22,643
1982	\$52,159	\$17,974
1983	\$23,447	(\$27,712)

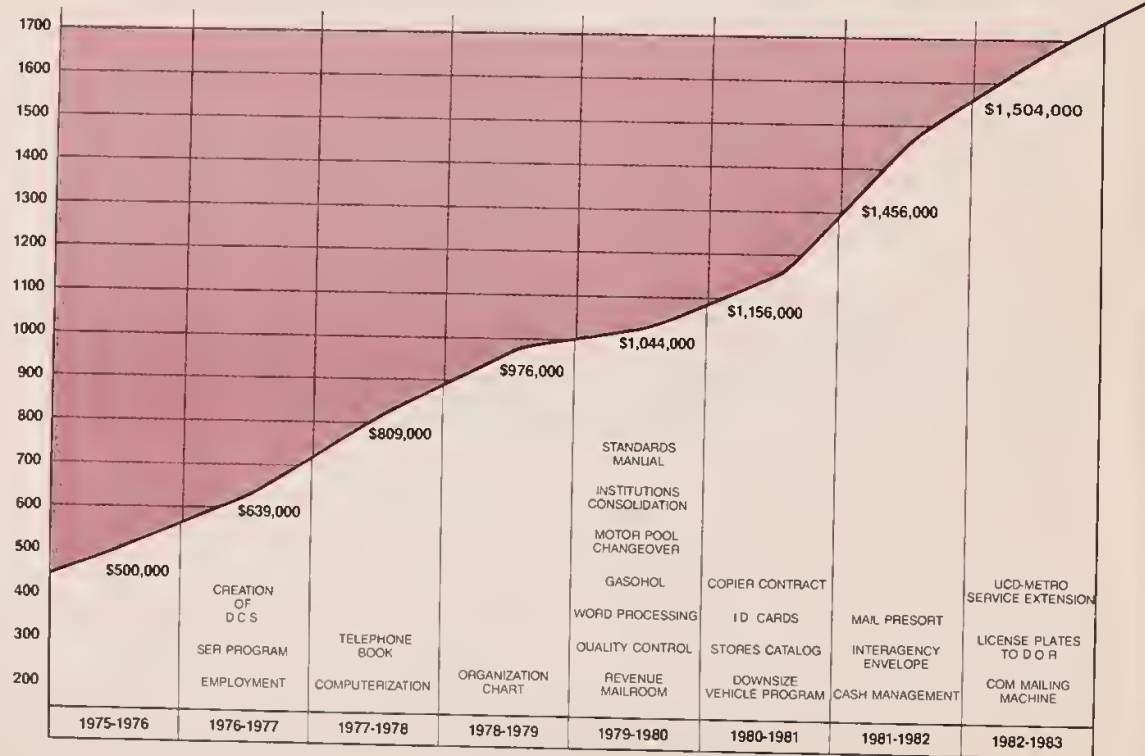
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## SAVINGS

The Division's authority as contained in CRS 24-30-1104 (1)(h) to approve or amend acquisitions of service equipment resulted in the disapproval of acquisitions which netted the State a saving of \$48,000. One-time savings totaled \$16,283; recurring savings were \$31,532.

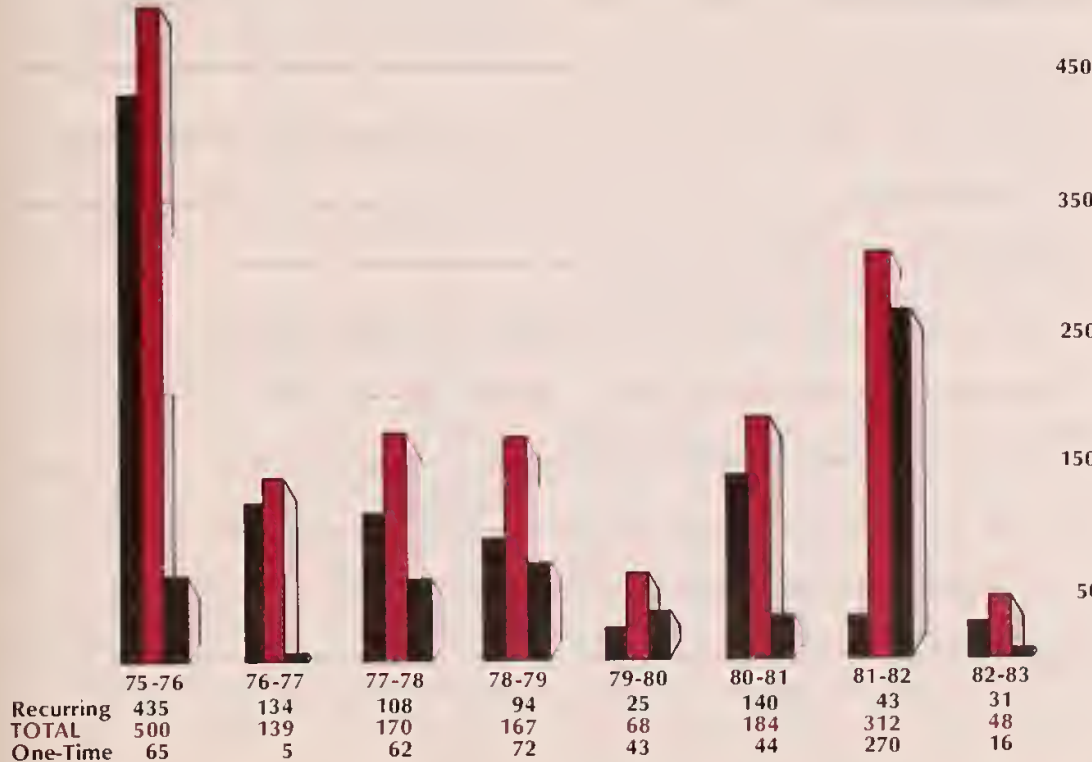
Though the number of requests for service equipment is sharply up--56 this fiscal year, as opposed to 37 the previous year--total savings are down by half--\$62,541 in fiscal 1981-1982 as opposed to \$31,532 for the year ending June 30, 1983. This reduction reflects scant availability of agency resources for equipment acquisitions. Fifty-six Service Equipment Requests were received during this fiscal year; 52 were processed by June 30; 38 were approved and 14 resulted in some level of savings to the state. Six of those resulting in savings were submitted by agencies of the Department of Higher Education. Average processing time was six working days.

## CUMULATIVE COST SAVINGS Division of Central Services



## ANNUAL SAVINGS

Division of Central Services



## LEGISLATION

With its creation by the General Assembly in 1977, Central Services was also scheduled for sunset review. The Division's termination date, if not mentioned specifically by the legislature, was July 1, 1983. The fifty-fourth General Assembly continued the Division and removed further sunset requirements from the enabling legislation. In an effort to broaden its market and refine fiscal control of the Division, another bill was introduced in House Bill 1057. Salient aspects of this bill were:

1. Expansion of the Division's operating area from the four Denver Metropolitan counties to state-wide.
2. An authorization to vend products unique to state government and otherwise wholly unavailable to the public.
3. A requirement to define "indirect costs" by fiscal rule.

The press of legislative business and extreme fiscal difficulties of the session did not allow timely hearing of this bill in the House of Representatives and the bill was lost. Legislative plans for the coming year include the re-introduction of this bill. A copy of the bill's proposed text is on page 31 in the appendix of this report.

Central Services also urged passage of Senate Bill 322--CONCERNING PUBLIC PRINTING. The bill updated existing statute to present practice and clarified the role of the Director of Purchasing relative to in-house printing plants. This bill was also lost.

The administrative headquarters of the Division is located in the State Services Building at 1525 Sherman Street, Room 15. During the period of this report, 83.4 full time equivalent employees were employed by the division. This represents a decrease of 4.2 FTE over the previous fiscal year and is a departure from modest annual increases in manning.

Average length of service is 5.7 years. Average age is 33 years. The ratio of female to male is ten to 11. 74.2 percent of all Division employees claim minority status. As the "Revenue per FTE" chart shows, each FTE contributed a larger share to Division revenues than ever before. Though FTE decreased by 4.8%, revenue per FTE through the last fiscal year rose by about 21.5%. Comparisons to all previous years show that this is the greatest single advance since the advent of the Division.

Distribution of employees by service function is:

### Full Time Equivalent Employee Allocation by Operating Unit

for year ended June 30, 1983

*Administration	11.3
Main Print Shop and Design Center	19.9
Quick Copy Centers	4.0
Office Copier Management Program	1.2
Microfilm Unit	2.4
Interagency Motor Pool	2.3
Word Processing Unit	2.0
Central Stores	5.9
Mail Services Section	34.4
<b>TOTAL FTE</b>	<b>83.4</b>

\*Includes Marketing, Quality Assurance and clerical support staff

## QUALITY ASSURANCE PROGRAM

One FTE employee is assigned the Quality Assurance Program. The mission of Quality Assurance is to improve the quality of the Division's services and thus improve customer relations. At present there are two facets to this program—customer complaints and quality standards. The goals of the complaint facet are to:

1. Resolve customer complaints on Division products or services in a positive way.
2. Alter operations so that recurrences will be eliminated or minimized.
3. Increase customer satisfaction with Central Services' goods and services.

Through the fiscal year, 136 complaints were processed by Quality Assurance. This represents a 12% increase over last year's 122 complaints. Action was initiated on all complaints within 24 hours of receipt. Most complaints were resolved in three days.

### REVENUE PER FULL TIME EQUIVALENT EMPLOYEE for year ended June 30

	FTE	% Increase (Decrease)	Total Revenues	% Increase (Decrease)	Revenue per FTE	% Increase Decrease
1979	74.7	-----	\$3,763,997	-----	\$50,591	-----
1980	79.3	6.2	\$4,477,030	18.9	\$56,173	11.1
1981	87.3	10.0	\$5,299,272	18.4	\$60,701	8.1
1982	87.6	0.3	\$5,801,475	9.5	\$66,124	8.9
1983	83.4	(4.8)	\$6,700,321	15.0	\$80,340	21.5

## OPERATIONAL MISCELLANEOUS

During the period of this annual report, Central Services handled approximately 140,000 customer transactions. Central Stores vended 17,799,200 units of inventory to its customers. 25,731 jobs were processed by all of the Quick Copy Centers. The Main Print Shop and Design Center together produced 7,001 jobs which consumed 65,000 reams of paper. Vehicle drivers in the Dispatch Unit of the Mail Services Section drove more than 100,000 miles delivering the mail.

Quality Standards were developed and approved for the products and services of all the operating units of the Division. Present standards constitute a basic inspection system which monitors a product or service at critical points in the production procedure rather than after the product or services is completed. Once-a-month reports are required. Implementation will be accomplished by the first quarter of the new fiscal year. First reports were received November 1, 1983.

Future development of the quality program will see increases in customer relations training for Division employees and information and education programs for our customers. The thrust of these programs will be to inform customers what they can expect and that they can expect more in terms of quality from Central Services.

## MARKETING PROGRAM

The mission of the Division's Marketing Program is to increase Division sales by satisfying customer needs in a satisfying way for goods and services of the highest quality and lowest cost.

During the period of this report--the first full year of this program's operation--a Marketing Information System was in effect. At present, information gathering methods are being refined and full reporting developed with the cooperation of the General Government Computer Center. The system reports information in four broad categories:

1. INTERNAL INFORMATION. Who buys how much--for what reasons.
2. EXTERNAL INFORMATION. The extent of the market as determined through analysis of agency budget requests. Competitors and their price structures are also identified.

3. MARKET RESEARCH. Includes both customer perception and price sensitivity research. This research is specific to a single good or service.
4. SPECIAL MARKET RESEARCH. A treatment of new areas of the market or new products/services.

During the fiscal year the new customer base for the Microfilm Center increased 25% while Quick Copy experienced a 17% increase in volume. Absolute gains in Quick Copy were actually higher because of the loss posture of the year before.

Attempts were made during the period of this report to improve the Division's image among its customers. Mail Services, Word Processing, Microfilm and Quick Copy were areas of special interest and endeavor. Promotions emphasizing quality and customer satisfaction were delivered through a newly established customer panel and a Division newsletter--ServiceLine--launched in February, 1983.

A program of customer relations training has been inaugurated. All Division employees have been subjected to four, hour-long sessions conducted by consultants and employees. Customer service behavior factors have been drafted for and included in the FAPAS plans for all employees with significant exposure to customers. In addition, a series of six seminars for managers on the topics of service marketing, internal marketing, and sales and selling have been conducted.

In the coming year, the knowledge and information gained to date will be synthesized and our efforts redirected toward approved goals. Marketing information data will be evaluated for usefulness, accuracy and sensitivity closeness of correlation to trends. Evaluation procedures will be applied to all promotions. Aspects of each promotion such as cost, effectiveness and cost recovery will be measured in terms of an established objective.

## TELEPHONE BOOK

On April 19, 1983 after obtaining competitive bids the Division of Central Services entered into a contract with National Directory Services, Incorporated, of Conroe, Texas. This contract provided for six editions of the State of Colorado Telephone Directory to be published by the contractor over the next three years and for the contractor to provide, free of charge, 5,000 copies of each edition to the state. For the first time private sector advertising will be in the directory as a means of defraying publishing expenses. In consideration of its services, the contractor retains 90% of the gross advertising revenues and Central Services receives a ten percent share of the revenues. Through the end of the fiscal year, Central Services had received as its share of the advertising revenues \$3,586. Advertising sales for the first edition of the Directory authorized under this contract continued on into Fiscal Year 1983-1984.

The Directory constitutes a new market for advertisers. Not only is it possible to reach all State employees through a single medium but it is possible to approach them as consumers.

The Directory itself is a means of enhancing the State's telephone system. The full potential of recent investments in Colorado's telephonic communications system would not be realized without a comprehensive, accurate directory to guide users.

Should the Directory receive broad acceptance by State employees and agencies, plans will be implemented to make listings in future editions State-wide. Present emphasis has been on comprehensive personal listings for the Denver metropolitan counties only and comprehensive geographical listings for the entire State. We anticipate a decline in the number of directories published by most State agencies if this Directory is successful.

## LICENSE PLATE PROGRAM

Effective October 1, 1983, Central Services ceased issuing license plates to State agencies for State-owned motor vehicles. By mutual agreement, this function was transferred to the Department of Revenue, Motor Vehicle Division. Statutory authority for licensing all non-publicly owned vehicles in this State has always resided in the Motor Vehicle Division. But no specific authority in law required the administration of the State vehicles' licensing by the Motor Vehicle Division. This authority was assumed initially by the Division of Purchasing under the Director of Purchasing's authority over State-owned motor vehicles. Eventually the licensing program was transferred to Central Services.

The Motor Vehicle Division has instituted a new numbering system which will facilitate identification of vehicle ownership and avoid duplication of numbers. A new color scheme has also been adopted which departs from the black letters on white background associated for so long with State-owned vehicles. This color scheme serves as an index in the implementation of the new numbering plan.

## FUTURE

For the future, Central Services will develop markets where market studies demonstrate strong returns on development funds and efforts. Our goal is to maintain present pricing structures without price increases by containing inflationary pressures and stabilizing costs through better control monitoring of productivity and product/service quality. Consolidation of some operations and the elimination of consistently marginal operations and operating units or their reevaluation of their operation in light of marketing tenets.

## NEW CUSTOMERS

The formation of the State Lottery Division and the initial success of that division has had a beneficial impact on the operations of the Division. Though only a small satellite staff is maintained in the Denver, with headquarters in Pueblo, significant demands for Division services have resulted in a sizeable benefit to Central Services total revenues. The nature and development of these service demands will be analyzed in anticipation of those demands that will be made by the newly authorized Department of Public Safety when that Department comes on line in the summer of 1984. New services tailored to the service needs of the law enforcement community may be designed to satisfy that market.

**FISCAL  
STATEMENTS**

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# FINANCIAL STATEMENTS

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Division conform to generally accepted accounting principles as applicable to governmental agencies.

In order to insure observance of limitations and restrictions placed on the use of resources, accounts are maintained by the Department of Administration in accordance with

the principles of "fund accounting". Resources intended for various purposes are classified for accounting and reporting purposes into funds that operate in accordance with activities or objectives specified. The accrual basis of accounting is followed.

Central Services receives cash funded appropriations from the General Assembly. Cash funds are appropriated as "augmenting revenues". Unexpended appropriations at year-end are recorded as unearned revenue.

This fund is a statutory revolving fund (C.R.S. 24-30-1108) which operates within the confines of the revenue it generates. Users of Division services are charged the full cost of all materials, labor and overhead attributable to the service used. Prices charged by all of the Division's service functions are competitive with private industry.

General fixed assets are recorded as assets at the time of acquisition. Depreciation has been computed and recorded as current expense.

## ANNUAL PROFIT AND LOSS STATEMENT FOR OVERALL DIVISION OPERATIONS

	for year ended June 30				
	1983	1982	1981	1980	1979
<b>Revenues</b>					
Income from operations	\$6,678,339	\$5,792,455	\$5,299,272	\$4,473,191	\$3,762,453
Other Income	21,982	9,030	-----	3,839	1,544
<b>Total Revenues</b>	<u>6,700,321</u>	<u>5,801,475</u>	<u>5,299,272</u>	<u>4,477,030</u>	<u>3,763,997</u>
<b>Expenses</b>					
Personal services	1,916,563	1,690,794	1,505,558	\$1,246,854	925,385
Cost of goods sold	3,163,625	2,604,224	2,553,078	2,172,849	1,899,235
Operating expense	1,522,009	1,189,927	\$1,090,823	887,175	730,599
Depreciation expense (Capital outlay)	145,370	138,044	110,523	73,309	53,922
Travel expense	2,997	1,954	1,291	3041	807
<b>Total Expenses</b>	<u>6,750,564</u>	<u>5,624,943</u>	<u>5,261,273</u>	<u>4,383,228</u>	<u>3,609,948</u>
<b>Profit (loss)</b>	<u>(50,243)</u>	<u>176,532</u>	<u>37,999</u>	<u>93,802</u>	<u>154,049</u>
<b>Profit (Loss) as a % of Revenue</b>	(.75%)	3.0%	.7%	2.1%	4.1%
 Personal Services as % of Income from operations	 28.7%	 29.2%	 28.4%	 27.9%	 24.6%

## OTHER REVENUES

Other revenues consist of income receipts from a variety of sources not reflected in the Division's operations. Jury duty, overage equipment sales and prior year adjustments to include previously untaken discounts are some sources of "other revenues". These revenues were \$22,000, more than twice as high as the previous fiscal year. This large increase was largely the result of the sale of obsolete materials and greater than usual discounts offered by the Division's suppliers.

## INVENTORY

The Division's policy during the past three years has been to reduce the size of its inventories in order to control its short-term interest expense and improve performance by increasing the number of inventory turnovers each fiscal year. Inventory confidence level--the percentage of times orders can be filled from existing stocks--is targeted to remain between 90% and 95% with some essential items of inventory being maintained at a 100% confidence level.

Central Services inventories are computerized. Negative adjustments to the "Inventory Adjustments" chart reflect that the physical count is less than the balance on the computerized stock record. Overall, a \$8,856 positive adjustment to the computer inventory record was needed. This gain by inventory is slightly more than 2% of the Division's total inventory. Central Services had no casualty

## DIVISION OF CENTRAL SERVICES CONSOLIDATED BALANCE SHEET

	June 30	
	1983	1982
<b>Assets</b>		
Cash on hand	141,051	61,549
Accounts receivable	21,943	12,939
Inventories	498,630	563,385
Prepaid expenses	698	939
Equipment	1,187,455	1,053,109
Less accumulated depreciation	463,659	314,809
Depreciated equipment value	723,796	738,300
Leasehold improvements	40,559	26,672
	<u>1,426,677</u>	<u>1,403,784</u>
<b>Liabilities</b>		
Cash due Department of Treasury	222,250	-----
Accounts payable	299,145	450,702
Accrued payroll	25,051	17,424
	546,446	468,126
<b>Fund Balance</b>	<u>880,231</u>	<u>935,658</u>
<b>Total Liabilities and Fund Balance</b>	<u>1,426,677</u>	<u>1,403,784</u>

losses during this fiscal year. It is considered that all adjustments originated from record keeping errors. No corrective procedures are necessary.

The 1983 total inventories declined to \$498,630. This figure represents the low point of a three-year downward trend in total inventories and is the lowest total inventory level since Fiscal Year 1978-1979 when they reached \$477,536. Not surprisingly, inventory turnovers in the Division's operating units improved nicely, please see "Unit operations" for additional information; your attention is especially directed to the Central Stores' report.

### INVENTORY ADJUSTMENTS as of June 30, 1983

	Adjustment	% of Total Inventory
<b>Central Stores</b>	-\$24,411	5.6
<b>Main Print Shop</b>		
Camera	3,499	.8
Press	11,767	2.7
Bindery	5,048	1.2
<b>TOTAL MAIN PRINT SHOP</b>	20,314	4.7
<b>Microfilm Center</b>	13,310	3.0
<b>Quick Copy Centers</b>	— 357	.1
<b>TOTAL</b>	<u>\$ 8,856</u>	2.0

### CENTRAL SERVICES PHYSICAL INVENTORY as of June 30, 1983

	Inventory Value	% of Total Physical Inventory	% of Change from June 30, 1982
<b>Central Stores</b>	\$ 351,557	80.9%	-19.3%
<b>Main Print Shop</b>			
Camera	3,966	.9	+58.2
Press	56,946	13.2	+66.9
Bindery	6,259	1.4	+59.3
<b>TOTAL MAIN PRINT SHOP</b>	67,171	15.5	+ 8.4
<b>Microfilm Center</b>	9,579	2.2	+29.3
<b>Quick Copy Centers</b>	6,261	1.4	- 7.1
<b>TOTAL</b>	<u>\$434,568</u>	100.0%	-15.0%

**STATEMENT OF CHANGES  
IN FINANCIAL POSITION**  
for year ended June 30, 1983

**Sources of Working Capital**

Net income (loss)	(50,243)
Depreciation	134,963
Total working capital	84,720

**Uses of Working Capital**

Acquisition of equipment	134,344
<b>Net Increase (Decrease) in Working Capital</b>	<b>(49,624)</b>

**Elements of Net Increase (Decrease)  
in Working Capital**

Capital	
Cash	79,502
Accounts receivable	9,005
Inventory	(64,755)
Prepaid expenses	(240)
Accounts payable	(78,320)
Transfer of working capital	5,184
	<u>(49,624)</u>

**CHANGES IN FUND BALANCE**

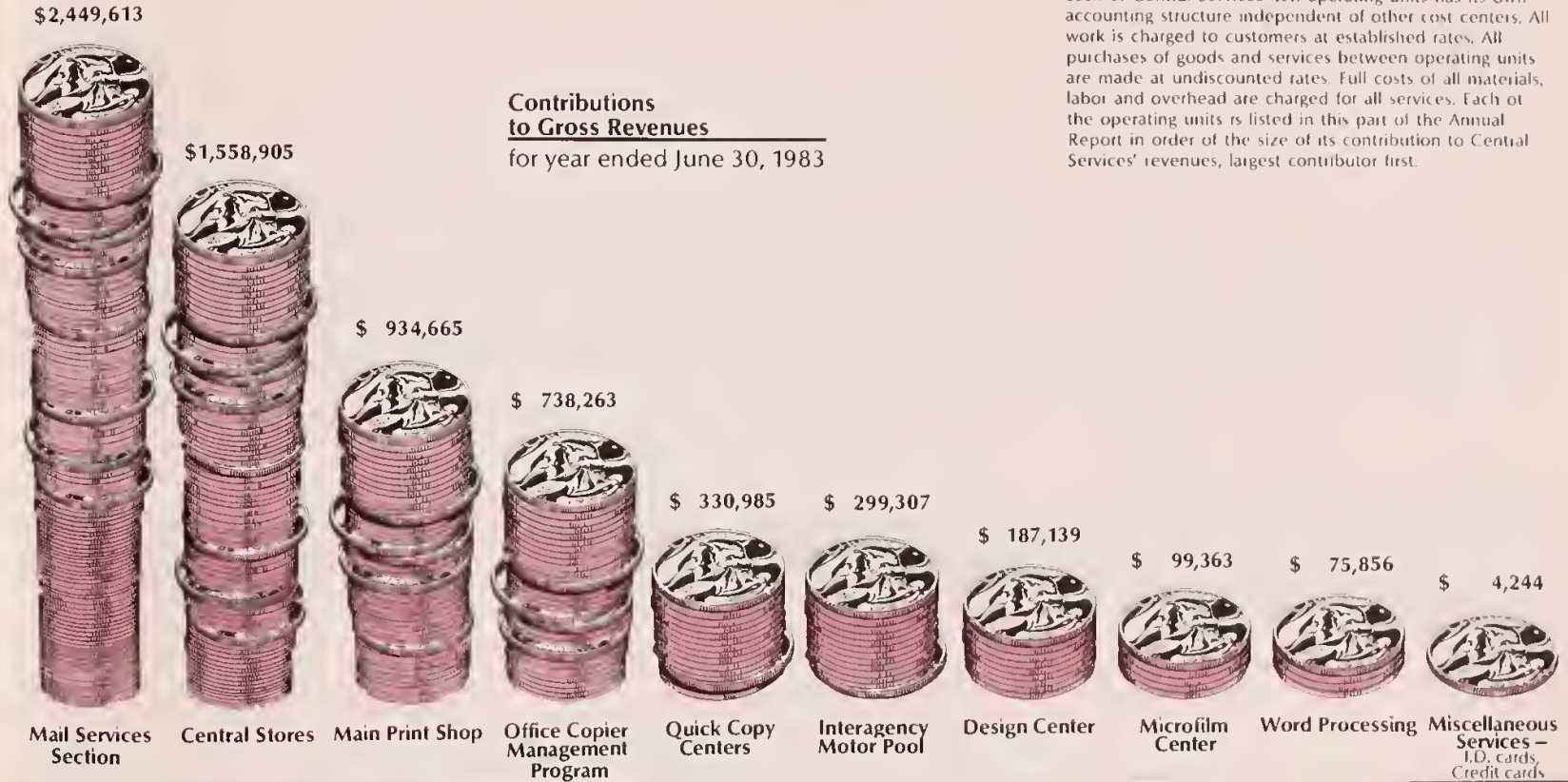
	For year ending June 30	
	1983	1982
Fund balance, July 1	935,658	759,125
Profit (loss) on operations for year ended June 30	(50,243)	176,532
Prior year adjustments	<u>(5,184)</u>	<u>-----</u>
Fund Balance, June 30	880,231	935,658

# **UNIT OPERATIONS**

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# UNIT OPERATIONS



**ANNUAL PROFIT AND LOSS STATEMENT FOR EACH SERVICE FUNCTION**  
for year ending June 30

	Mail Services Section	Central Stores	Main Print Shop	Office Copier Management Program	Quick Copy Centers	Interagency Motor Pool*	Design Center	Graphics Unit	Microfilm Center	Word Processing Unit	Misc. Services
<b>1982-1983</b>											
Revenue	2,449,613	1,588,905	934,665	738,263	330,985	299,307	187,139				
Expenses	2,450,837	1,540,897	962,277	754,862	332,119	296,764	177,160	99,363	75,856 ***	4,244	
Profit (Loss)	(1,224)	18,008	(27,612)	(16,599)	(1,134)	2,543	9,979	134,380	88,766	5,431	
<b>1981-1982</b>											
Revenue	2,222,101	1,172,439	888,162	678,319	287,157	222,657	168,379				
Expenses	2,193,680	1,164,611	813,324	626,832	251,939	229,857	144,751	81,013	69,970	2,248	
Surplus (Deficit)	28,421	7,828	74,838	51,487	35,218	(7,200)	23,628	104,077	83,816	1,245	
<b>1980-1981</b>											
Revenue	1,888,725	1,257,048	788,842	617,290	268,421	225,966	32,950	81,552	91,666	43,509	3,803
Expenses	1,920,912	1,283,052	724,417	602,038	251,179	209,416	30,008	86,744	96,072	56,039	1,396
Surplus (Deficit)	(32,187)	(26,004)	64,425	15,252	17,242	16,550	2,942	(5,192)	(4,906)	(12,530)	2,407
<b>1979-1980</b>											
Revenue	1,513,375	1,073,381	694,740	556,770	264,429	161,555	18,513	71,113	97,309	22,006	
Expenses	1,580,363	1,033,120	635,895	543,326	236,429	125,935	19,506	56,138	96,750	28,695	
Surplus (Deficit)	(66,988)	40,261	58,845	13,444	28,000	35,620	(993)	14,945	559	(6,689)	
<b>1978-1979</b>											
Revenue	1,221,996	918,728	606,020	530,093	236,673	83,661		66,661	96,885		
Expenses	1,215,335	875,785	547,563	497,281	211,990	105,002		59,393	91,095		
Surplus (Deficit)	6,661	42,943	58,457	32,812	24,773	(21,341)		7,268	5,790		

\* Includes gasoline sales and vehicle maintenance sales

\*\* Includes I.D. cards, credit cards and others. Discussion of I.D. cards and credit cards is contained under the heading Miscellaneous Services.

\*\*\* Sales to Central Services are \$16,574



## MAIL SERVICES SECTION

Mail Services is a multi-mission section. Though all are related, each of its major functions is distinct. Functions related to U.S. Mail include: postage metering, processing and delivery of incoming mail. Package handling responsibilities include commercial freight dispatch, and delivery of interagency packages throughout the metropolitan area. Interagency mail requires collection sorting and distribution of non-U.S. Mail to include large numbers of packages originating from the Main Print Shop and Central Stores. Mail shop services include stuffing, addressing, folding and inserting operations. Thirty-seven ETE employees and, in season, additional temporary employees help Mail Services achieve its mission. Most employees are from the clerical skills area, five are classified as motor vehicle drivers. A variety of automated document detectors, sorters and extractors, inserters folders and metering machines enable Mail Services to economically handle the following volumes of mail annually:

Interdepartmental Mail	300,000	pieces
Metered U.S. Mail	5,000,000	pieces
United Parcel Service	20,000	pieces
Commercial Freight	1,000	pieces
Incoming U.S. Mail	8,000,000	pieces
Packages	65,000	pieces
<b>TOTAL PIECES INCOMING</b>	<b>8,365,000</b>	
<b>TOTAL PIECES OUTGOING</b>	<b>5,021,000</b>	
<b>TOTAL INCOMING AND OUTGOING PIECES</b>	<b>13,386,000</b>	

Gross revenues earned from combined operations during the year amounted to \$2,449,613. This is an increase of approximately \$227,100 over the earnings of the previous year and the first time total revenues exceeded \$2 million. Decreasing volume caused by last year's budgetary crunch had the effect of increasing expense in this volume sensitive operation. The result was an expense figure on par

with the \$2.19 million expense figure of last year. This situation caused a modest loss of \$1,224 for the fiscal year. This small loss represents .05% of Mail Services' total volume and less than one percent of the Division's total revenues for the fiscal year.

Consolidations of many Mail Services' functions planned in other fiscal years and reported in the Division's Annual Report for the year ended June 30, 1982 will be implemented in the coming fiscal year. Anticipated savings and 25% increase in mail volume expected in October 1983 from the Division of Employment and Training will allow Mail Services to operate on a break-even or slightly profitable basis next year. No new equipment or additional personnel will be needed to accommodate the predicted increases as sufficient capacity is available in existing equipment and personnel.

## CENTRAL STORES

Central Stores stocks office supplies and forms for use by State agencies and other governmental units. Its objective is to reduce total State costs for maintaining storerooms, related staffing and distribution by consolidated stores operations. The section is housed in rented quarters located at 1685 Pennsylvania Street. The building is shared with Central Services Microfilm Center. 4.8 FTE employees were employed by Stores in the clerical and storekeeper job skill areas. Clerical support is furnished by Stores' clerical employees. Distribution of Stores completed orders is handled by the Mail Services Section.

During the fiscal year 14,853 requisitions, including requisitions submitted for credit, were processed and \$18,008 in profits were generated on sales of \$1,558,905. This sales figure exceeded the sales of Fiscal Year 1981-1982 by \$386,466 while profits more than doubled from those of that year. Inventory levels at the end of the period had

declined to \$351,557 which is 19.3% lower than they have been since June 30, 1981. Average inventory was \$393,464. Since 1981 there has been a steady decrease of inventory levels and a corresponding increase in the number of inventory turnovers. Present number of turnovers is 3.2, a marked improvement over the 2.7 turnovers of fiscal 1981-1982. Further improvements are expected in that during this period, \$10,000 worth of obsolete commodities were removed from inventory at a cost of approximately \$8,000. At present about 1,750 commodities are inventoried; approximately 1,200 are forms and 550 are office supplies. Although stores operates uniformly throughout Denver's four metropolitan counties, the Auraria Higher Education Center had not been a customer until this fiscal year. Central Stores operates on a 21% margin. End-of-year inventories resulted in a loss by inventory of \$24,411. This figure represents 6.9% of the year-end inventory total.

In May, 1983, an updated version of The Central Stores Catalogue was released to customers. Improved indexing, new commodities and the clarification of new procedures are the highlights of the catalog. New additions to Stores' inventory include a number of documents inventoried in accordance with agreements made with the Department of Revenue during the period of this report. Chief among them is the Colorado Liquor Code. Sales of the code and its revisions have topped \$14,000.

Work has progressed on the planned and previously announced on-line inventory system. First phase implementation is taking place. Progress through the coming fiscal year will include complete implementation of the approved on-line plan. An increase in the inventory confidence level will result. This will mean fewer stockouts and reorders by customers.

The area of cash sales displayed remarkable growth due almost entirely to the addition Department of Revenue documents to Central Stores inventory. In fiscal 1982, 260

cash sales were completed. In fiscal 1983, that figure rose to 1,140 cash sales, mostly due to sales of the Colorado Liquor Code. Total cash sales amounted to approximately \$14,250.

## MAIN PRINT SHOP

Exclusive of typesetting operations, the Main Print Shop offers its customers complete printing services through its three principal units, Camera, Press and Bindery. It is a modern, offset lithographic plant structured to handle short production run materials which, in the market place, would command high prices because of the inability of printers to use the full productive potential of their equipment and due to the premium prices paid for handwork.

In addition to the three, main units of the shop a clerical function performs administrative tasks attendant to billing, inventory accounting and basic productivity performance. Supervision is provided in each operating area. Coordination and customer contact is accomplished by the printing plant manager.

The heart of the operation is a force of 11 small, offset presses. Total production was 70,995,826 impressions. This figure represents an 8% increase over the production record established in the Fiscal Year 1981-1982 and is about 81% of the shop's total productive capacity. Income increases did not equal this substantial increase in productivity. Growth in income was 5% of FY 81-82 total revenues on print shop operations. Main Print shop operations contribute 14% of total Division revenues.

This year the Main Print Shop has performed printing services for local governments and political subdivisions as well as State agencies. Although amounts of non-State work are small, there is considerable interest in developing

them to their maximum potential as a means of the valleys in demand for shop services from State agencies.

The shop's productive capacity will be maintained but not significantly increased through the next fiscal year. Emphasis will be placed on streamlining administrative management procedures. Studies will be initiated to determine the feasibility of computerized estimating, scheduling and production techniques. The development of computerized productivity standards is being considered. Financially burdensome and non-productive, but essential, management mechanisms may thus be accomplished with a minimum contribution of labor. Cost cutting is the essential goal of the computer feasibility studies.

## OFFICE COPIER MANAGEMENT PROGRAM

The role of copier management is to control the cost of the State's copier bill by containing copier proliferation, slowing the growth rate of copier use and developing cost beneficial alternative reproduction methods. Ninety-one office copiers are currently under the Division's supervision. Principal suppliers are Savin, Minolta, Xerox, IBM, and Shaipe. Thirty percent or 27 copiers are owned or have been acquired under lease-purchase agreements. The remaining 75% are rented from manufacturers for two-year periods.

Office copier volume increased 2.1 million impressions from 16.8 million in 1981-82 to 18.9 million in Fiscal Year 1982-1983. This increase is due largely to the consolidation of equipment formerly owned or rented by the Board for Community Colleges and Occupational Education. This agency generated 1.44 million copies during the period of this report. Additional increases were the result of the nor-

malization of staffing which took place in Fiscal Year 1982-1983 after the severe cutbacks of Fiscal Year 1981-1982. Increased customer education and improved access to Quick Copy Center services will probably cause some redistribution of this workload in Fiscal Year 1983-1984 from office copiers to Quick Copy Centers.

The operations of the copier program resulted in a \$16,599 loss to the Division. This loss represents 33% of the Division's \$50,000 loss on operations for the fiscal year. Corrective action will take the form of cost reductions generated by the creation of a blanket contract of two years' duration for copiers in the zero-to-100,000-copy-per-month use range. Anticipated savings beginning July 1, 1983 will amount to \$20,000. Savings from a similar blanket contract issued in 1981-82 but limited to the 1,000-to-30,000-copy-a-month use range reduced copier expenses by \$100,000 in its first year. Some 65 machines will be impacted directly and an additional 35 not under Central Services' direct control will also be affected. Price per copy was \$.042 during the period of this report.

The following aspects of the Office Copier Management Program will be subjected to study and possible change in Fiscal Year 1983-1984

1. Service response time. Extended periods of inoperable equipment are a consistent customer problem. In an effort to change that situation, tighter response standards will be drafted and implemented.
2. Key operator training. Routine maintenance on-premises user instruction must be approved. An essential consideration in key operator training is that agencies for whom the key operators work begrudge the amount of time for operator training.
3. Automated billing systems. These changes are necessary to reduce clerical expense and insure additional

margins of accuracy and timeliness. Additional analyses of business operations will become possible on a very economic basis.

## QUICK COPY CENTERS

Quick Copy offers fast turnaround, xerographic printing services of low sophistication to its customers. Collating and stitching bindery services are also available. Jobs are limited by the quantity of finished pieces. Xerox 9200 series duplicator/collators are used. Each is operated by a single operator in one of three decentralized copy centers located in the following locations:

1525 Sherman Street, Room 21.

1575 Sherman Street, Room 20

1313 Sherman Street, Room 1B-14

Operations are coordinated by a deliveryman/coordinator; management oversight is provided by the Manager of the Office Copier Management Program. Operators and coordinator are full-time employees.

Total production for all copy centers in Fiscal 1982-1983 was 16,600,000 copies. This is an increase of a half million copies over the previous fiscal year. Gross revenues increased \$44,564 over fiscal 81-82 earnings. Two centers lost a total \$5,898 in the third quarter, offsetting accrued profits of \$4,765 and yielding an overall loss of \$1,134. Production figures represent the highest achieved in the six-year operation of the copy centers. Average monthly production per copy center was 461,000 impressions during the period.

Quick copy operations were responsible for 2.3% of the Division's losses. The acquisition of two Xerox 9200 dupli-

cator/collators by lease-purchase will reduce costs by \$20,000 to \$24,000 annually. This action, in addition to the Division's plan to improve customer access to the centers, will increase volume while at the same time improving the profit margin so that no losses are anticipated in the coming fiscal year.

Copy center minimum and maximum production policies will also be examined in the coming year so that the impact of purchased equipment on these policies can be gauged.

## INTERAGENCY MOTOR POOL

The Interagency Motor Pool rents to State agencies a variety of vehicles on short and long-term bases. Other functions are the operation of a gasohol vending facility and a vehicle maintenance service called the Professional Fleet Maintenance Program. This function also operates a Colorado AIR facility for State-owned vehicles.

Forty-three vehicles including a pickup truck and station wagons were used by the Motor Pool. Total mileage driven was 776,643 for an average, annual mileage per vehicle of 18,061. This amount exceeds last year's average mileage per vehicle by 1,871 miles and had the effect of allowing the Division to lower the price per mile for all vehicles by one-half cent. Overall income increased by 26% over income for the last fiscal year. Not all of this increase was due to increases in mileage. Portions of this increase were due to a 59% increase in the sale of Gasohol. Sales topped out at 58,989 gallons. Turnovers of this inventory exceeded the established goal of live turnovers; at year end, six turnovers had been accomplished. The Motor Pool contributed 4% to the Division's total revenues for the fiscal year. There were 2 3 FTE employees assigned. Scheduling and customer contact is handling by one clerical FTE employee, all other personnel are in the motor vehicle maintenance, skill area.

Plans for next fiscal year include self-insuring all motor pool vehicles against collision damage by adjusting rates to reflect additional charges based on averages of annual collision related expenses. Expansion of the repair facility is planned. This change, however, depends on the availability of nearby space—a critical but difficult to obtain commodity. The economics of used vehicle versus new vehicle purchases will be documented in a study to be initiated during the first quarter of the new fiscal year. Five new vehicles will be purchased. This does not, however, represent an expansion of the fleet but rather an update of equipment. Computer application for records keeping and vehicle scheduling will be evaluated.

Limitations on space and further price cutbacks make expansion of the Interagency fleet difficult at best. Commercial space may be considered depending on the availability of government owned space.

## Profit and Loss Statement for Gasohol/Gasoline and Vehicle Maintenance Sales

REVENUES	
Income from operations	\$121,904
Income from Central Services	3,200
<b>TOTAL REVENUES</b>	<b>\$125,109</b>
EXPENSES	
Indirect cost allocation	\$124,037
<b>TOTAL EXPENSES</b>	<b>1,247</b>
<b>PROFIT (LOSS)</b>	<b>(125,284)</b>
<b>PROFIT (LOSS) AS A % OF TOTAL INTERAGENCY MOTOR POOL REVENUES</b>	<b>(.1%)</b>

## DESIGN CENTER

The Design Center offers comprehensive graphic design and artwork services to all State agencies. Services are offered primarily to support the operations of the Main Print Shop. Services include: photography, artwork mechanicals, typographic design and specification, illustration photo cropping and scaling, key lining and graph and chart making. Not all of the units production results in printed materials; exhibits, awards and decals are also produced in response to customer demand.

The unit is self-contained in terms of supervision but also allied to the Division's other units devoted to graphic production under the span of control of the Division's printing plant manager. Clerical support is furnished by the Main Print Shop clerical staff.

Throughout the Fiscal year, 1,321 separate jobs were processed by the Design Center. This level of volume consumed 85% of the Center's productive capacity--an increase of 10% over the previous year--1,294 completed jobs. Customers tend to be from the Capitol Complex area, notable exceptions are: the Departments of Corrections, Institutions and Health, and the Division of Wildlife.

In the coming Fiscal Year, approved plans for the development of a typographical capability will be implemented. This is intended through its first year of operation to be a threshold operation. Significant acquisitions will be, in addition to equipment, one FTE employee. The first stages of implementation will be from the Division's Quality Control and Marketing Programs.

The Center continues to be productive and profitable. Hourly rates were reduced during the Fiscal year from \$25 to \$22 per hour. Because of this reduction profits at year's end were a modest \$9,979 as compared with profits at the end of the previous fiscal year of \$23,000. This reduction of profit is not indicative of any weakness in operations or

customer demand but is due to the previously mentioned rate reduction. Division management anticipates continued, strong demand for Design Center services and increased volumes of business through the end of Fiscal Year 1983-1984.

Because of the light equipment demands of a graphic design business, such business is not capital intensive. The cost of expansion to meet market demand is primarily in the acquisition of additional qualified FTE(s). Central Services therefore, foresees considerable potential for low cost growth well beyond Fiscal Year 1984-1985 should increases in customer demand remain moderate to strong.

## MICROFILM CENTER

The mission of the Center is to provide source document microfilm services to State and local government agencies. Filming in both 35mm and 16mm formats, duplicating, jacketing and inserting services are available. Both silver and diazo duplication services are offered. The center has a variety of planetary and rotary cameras, several duplicators and a processor. The center is staffed by two micrographic technicians and seven temporary clerical assistants.

Shop operations for the fiscal year are summarized by the following figures:

1,341	rolls 16mm and 35mm film exposed
1,888,000	images exposed.
2,193	duplicate rolls created.
2,050	diazo duplicates
135	positive, silver duplicates.
1,692	rolls processed.

This level of productivity produced revenues of \$99,363. This is an increase of 8% due to intensive marketing efforts that increased the Center's new customer base by 25 percent. Losses of \$35,017, also reached a new high. Local governments again were the origin of 60% of the center's volume. Productivity studies and the establishment of work standards are the Center's present priority. Prices cannot be set any higher and remain competitive with private industry. Emphasis will be placed on attaining greater operating efficiency, on imposing work standards and by modest amounts of re-equipping.

Future plans include hiring two additional permanent employees, retiring inefficient equipment and placing emphasis on training.

Microfilm produced 70% of the division's fiscal 82-83 loss in spite of a 23% increase in income. The Center operates out of facilities it shares with Central Stores at 1685 Pennsylvania Street. Overall supervision is provided by the supervisor of Central Stores.

## WORD PROCESSING UNIT

The Word Processing Unit furnished automated typing of repetitive documents and updating services for all state agencies and Central Services. As of fiscal year's end, the unit operated out of offices located in the State Office Building, 201 East Colfax, Room 530. Six employees operated two Xerox 860 word processors through April, and three Micom 2001 word processors beginning in May as new business relations with the Department of Education were developed and formalized.

During the fiscal year 14,138 production units were charged out for a gross income of \$75,856. Productivity peaked at 94% of capacity. Losses amounted to \$12,910 on a volume of \$75,856 while previous year's losses were \$13,846 on

income from operations of \$69,970. Services were consumed mostly by agencies located in the Capitol Complex.

When established in 1979 the Word Processing Unit was considered to be profitable only so long as word processing did not become commonplace among State agencies. Accelerated acquisition rates of word processing equipment have made it impossible for the Word Processing Unit to gain a firm foothold in the marketplace.

Since the onset of its operations in Fiscal Year 1979-1980, the Unit has been a consistent money loser. Losses to date amount to more than \$45,000 with no hope of moderation. The unit will be dismantled as a service function as soon as existing agreements with other State agencies expire. Equipment will continue to be used internally as a support function of the Division located in the administrative clerical unit. Staff will be reduced by normal attrition.

## **MISCELLANEOUS SERVICES**

As an extension of its service role, Central Services performs two services for state government on a cost basis. Those services are the operation of an Identification Card Program and a Gasoline Credit Card Program. No attempt is made to generate profits. Costs reported here are estimates because the dollar volumes associated with these services are too small to justify the expense of thorough accounting. No employees are assigned either program on a full-time basis.

### **I.D. CARD PROGRAM**

This program creates card and badge type identification for state employees; price per credential is \$2.85. During the fiscal year approximately 1,300 identifications were created; about 1,000 cards and 300 badges. Revenues

exceeded costs by \$52. Costs reflect materials, depreciation and camera maintenance expenses. A Polaroid Land Identification System, ID-3 camera is the only assigned equipment.

### **GASOLINE CREDIT CARD PROGRAM**

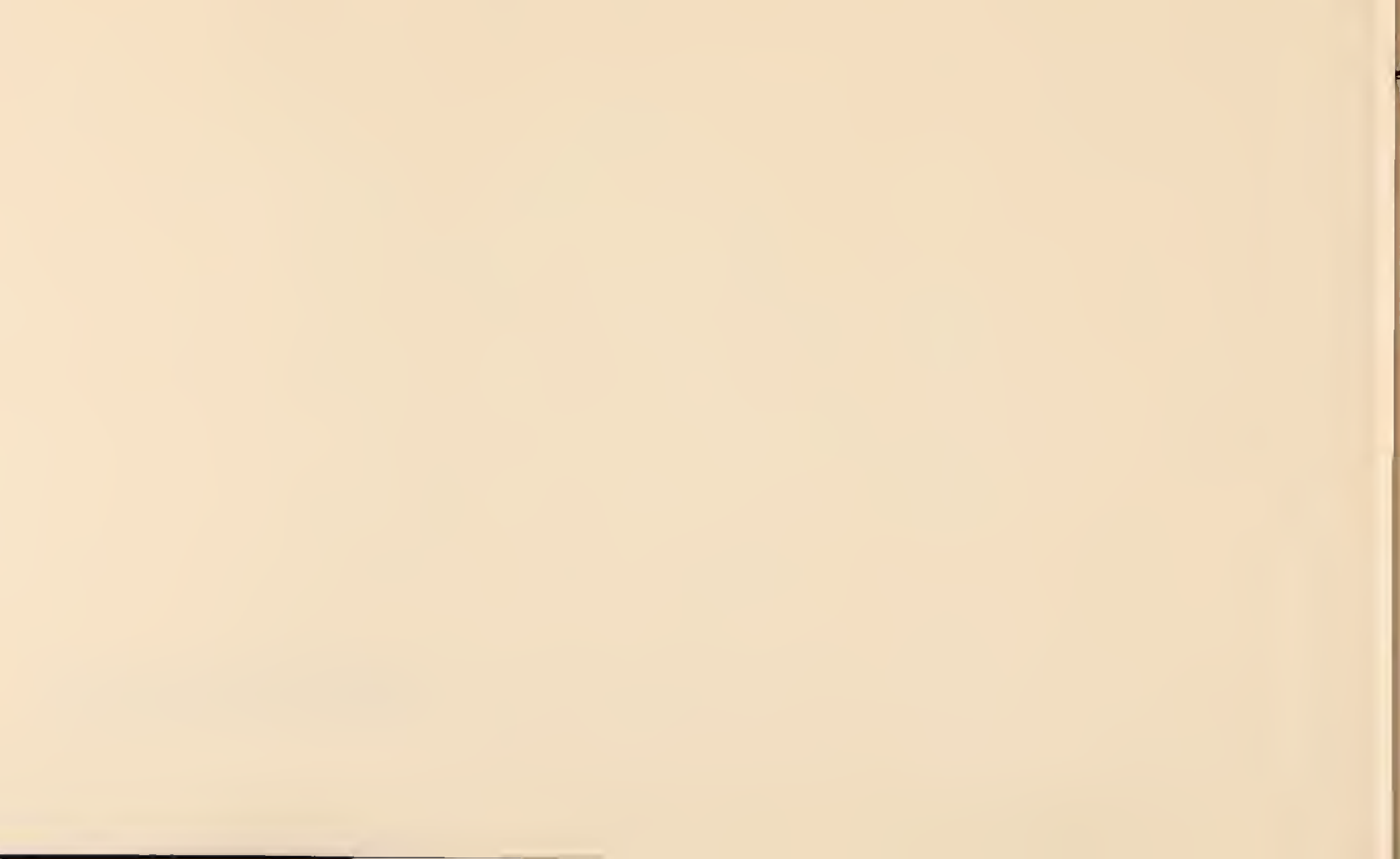
During the period of this report, Central Services embossed and issued 724 gasoline credit cards. Credit card account numbers are tied to license plate numbers. The initiation of a new license plate scheme for state vehicles triggered the creation of a massive number of new gasoline credit cards. In the previous fiscal year 638 cards were issued. Program revenues were \$1,158. A manual, card embossing machine is the only piece of equipment used by this program. Costs, including personal services, amounted to \$1,086 and reflect materials.



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# APPENDIX

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## ACCOUNTANT'S LETTER OF CERTIFICATION

### STATE OF COLORADO

DEPARTMENT OF ADMINISTRATION  
1125 Marston Street, 7th Floor  
Denver, Colorado 80202  
Phone: 303-866-3327



Richard D. Linder  
Comptroller  
1. Robert Turner  
Executive Director  
2. J. Linder  
Deputy Director

September 7, 1983

#### MEMORANDUM

TO: *John Kline*  
FROM: Bill Archibald  
SUBJECT: Required letter of certification

The State Comptroller's year-end accounting procedures require that each agency prepare a letter of certification to specific items in the accounting system. The Comptroller of the Department and the Division Director are to sign the letter of certification.

I have prepared and attached the letter of certification for your division. I have signed this letter and will appreciate you also signing and returning it to me at your earliest convenience.

If you have any questions regarding any of the items contained in the letter of certification, please contact me.

Thank you for your cooperation.

BA/ld

Attachment

### STATE OF COLORADO

DEPARTMENT OF ADMINISTRATION  
1125 Marston Street, 7th Floor  
Denver, Colorado 80202  
Phone: 303-866-3327



Richard D. Linder  
Comptroller  
2. Robert Turner  
Executive Director  
3. J. Linder  
Deputy Director

August 31, 1983

James A. Stroup  
State Comptroller  
712 State Services Building  
Denver, Colorado 80203

Dear Mr. Stroup,

RE: Division of Central Services  
FYE June 30, 1983

The undersigned certify to the following statements regarding this agency:

- A. The agency is in compliance with applicable handwritten, footnoted, and FTE in the Long Bill. In addition, the agency has complied with applicable "C" and "M" constraints of the Bill and with the legislative intent therein.
- B. The agency is in compliance with applicable statutes of a fiscal return and the State Comptroller's Rules: NO TIME ITEM OVER-EXPENDITURES OCCURRED OR LISTED AT JUNE 30, 1983.
- C. The agency is utilizing correct titles and classification of accounts in accordance with the chart of accounts prescribed for the Central Accounting System.
- D. Those activities unrelated to the General Fund are properly reflected in other funds in the Central Accounting System.
- E. The account balances reflected in the General Ledger Trial Balance final for June 30, 1983, are correct as stated.  
  
In accordance with the Fiscal Rules, bank account balances recorded on the Central Accounting System in Enterprise Funds and Trust and Agency Funds are in agreement with the amount of cash in the bank. Not applicable.
- F. Appropriate accruals have been recorded, including accounts receivable and accounts payable.
- G. A review has been made as to the collectibility of accounts receivable and adequate allowance for doubtful accounts has been recorded in account 1386.

- H. Inventory account balances have been adjusted to reflect physical inventory figures.
- I. There has been a proper recognition of revenue between fiscal years.
- J. Cash collections when are made in full to future appropriation obligations are reflected in a balance of 1980 balance (1312).
- K. Field Comptroller has been notified of all transfers in excess of \$50,000 in which an interagency voucher was not used and are reflected as a revenue on expense in the CAS.
- L. There have been no entries made to fund balance accounts except those specifically approved by the State Comptroller.
- M. Contingent Liabilities - none.
- N. A payroll distribution verification procedure has been conducted during the fiscal year in accordance with CAS items 881 and Chapter 2, Section 9, 30 of the Fiscal Rules.
- O. Any report of expenditures submitted to the JBC on Office of State Planning and Budgeting are in agreement with CAS figures on an explanation of any difference has been provided those agents and the Comptroller in the reconciliation of financial statements to the CAS final trial balance.
- P. Audits performed in this fiscal year -- none.
- Q. Copy of agency financial statements will be provided the State Auditor.
- R. Highway Users Tax Funds - Certification of the status of these funds in the funding of appropriations has been provided the State Treasurer by August 21, 1983. Not applicable.
- S. All account receivable 90 days past due have been referred to the Central Collection Unit. For collection effort is noted.

*W. P. Baker*  
Department Comptroller  
William F. Trehanault


*Jack E. Kline*  
Division Director  
John Adams

## INDIRECT COSTS LETTER

The following indirect costs letter is furnished pursuant to the requirements of House Bill No. 1284, the Long Bill; page 122; Footnote 7, which states:

### STATE OF COLORADO

DEVISION OF CENTRAL SERVICES  
Department of Administration



Richard D. Levine  
Controller

1. Robert Taylor  
Tax and Finance

2. Loretta  
General Services

December 8, 1983

Jim Stroup  
State Controller  
State of Colorado  
1328 Sherman, 7th Floor  
Denver, CO 80203

Dear Jim:

The Long Bill for fiscal year 1981-82 contained a provision requiring Central Services to provide direct and indirect costs in its annual report as approved by the Controller.

The following are submitted for your approval and are the calculations for the indirect costs and the allocations to the various job centers.

First, the only indirect costs outside of the Division of Central Services considered were those associated with the Executive Director's office, Accounts & Control, GACC, Capitol Buildings, Purchasing, and Communications. Other Divisions were not considered because they perform no service for Central Services, or are self-funded.

a. Executive Director's Office	\$ 59,735
b. Accounts & Control	6,202
c. GACC	51,000
d. Capitol Buildings	77,083
e. Purchasing	11,593
f. Communications	31,126
	<u>\$208,749</u>

The above amounts were calculated in some cases, considering how much time is spent on activities for Central Services or a measure of activities such as number of purchase orders issued for Central Services compared to total number issued by the Division of Purchasing.

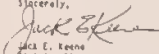
The above total of \$208,749 was allocated to the various cost centers in Central Services based on annual sales. (See allocations below).

It is the intent of the General Assembly that Central Services include in its annual report for the fiscal year ending June 30, 1982, and each year thereafter, all direct and indirect costs, as approved by the Controller, for each service provided to users.

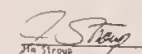
Mr. Jim Stroup  
Page 2  
December 8, 1983

AREA	SALES 1982-83	PERCENT OF TOTAL SALES	INDIRECT ALLOCATIONS
Printing	\$ 934,644	14.0	29,225
Quilca Copy	330,885	5.0	10,438
Microfilm	99,363	1.5	3,131
Stores	1,556,905	23.3	46,639
Hall/Messenger	2,449,812	36.7	76,611
Graphics	197,139	2.8	5,645
Motor Pool	176,197	2.6	5,427
Garage	125,109	1.9	3,956
Word Processing	75,657	1.1	2,296
Copiers	738,263	11.0	22,652
Miscellaneous	6,214	—	209
	<u>\$9,876,338</u>	<u>100.0</u>	<u>208,749</u>

The above figures have to be included in our December 1, 1983 annual report; therefore, please review as soon as possible and, if okay, approve below.

Sincerely,  
  
 Jack E. Reine  
 Division Director

Approved 12-8-83  
(date)

  
 Jim Stroup  
 State Controller

JEX:lq  
 11 Al Levine

## MAJOR EQUIPMENT INVENTORY

This appendix identifies all major pieces of service equipment in the possession and control of the Division on June 30. Acquisition may have been by direct purchase, lease purchase, or rental. This appendix is furnished pursuant to the requirements of CRS 24-30-1109(1)(c).

### ADMINISTRATIVE CLERICAL SECTION

- 1 Dymo Credit Card Embosser
- 1 Polaroid 103 Model #703
- 1 Xerox 610 Memorywriter

### CENTRAL STORES

- 1 Electronic Scale/Forms Counter
- 1 Pallet Jack

### DESIGN CENTER

No major equipment inventory

### INTERAGENCY MOTOR POOL

- 43 Motor Vehicles
- 1 Port-a-built Building
- 1 Bulk Storage Motor Fuel Tank with Dispenser
- 1 Automatic Tire Changer
- 1 Infra-red Exhaust Gas Analyzer
- 1 Dalton Garage Pool (Door)
- 1 Pickup Truck
- 1 3/4 Ton Van

### MAIL SERVICES SECTION

- 1 Pitney-Bowes Addressing Machine
- 1 ABE Perforator
- 1 Pitney-Bowes Folder Inserter
- 1 Pitney-Bowes Inserter

- 1 Singer Electric Scale
- 1 Friden Electric Scale
- 7 Pitney-Bowes Mailing Machines
- 3 Folding Machines
- 7 Motor Vehicles
- 2 Bell & Howell Documail S-2 Sorters
- 1 Docutronic Mail Document Detector
- 3 Opex Mail Opener/Counters
- 1 Pitney-Bowes Meter Model 43B5 and Stacker
- 1 Pitney-Bowes Meter, Model #4371
- 3 Maillex Letter Opener 1B00
- 2 Docutronic Letter Opener Cutters
- 1 Addressograph Inserter Folder
- 1 Automedia Accufast I Labler

#### MAIN PRINT SHOP

- 1 Pallet Jack
- 1 Robertson (401) Film Camera
- 2 AM 1250 Offset Press
- 1 Davidson (700) Perfector Offset Press
- 2 A.B. Dick 360T Offset Press
- 1 Challenge Paper Drill
- 2 AM 2B50 Offset Press
- 1 AM 1275 Offset Press
- 2 Norfin 104 Sorters
- 1 AM 2300 Electric Plate Maker
- 2 Challenge Paper Cutters
- 2 Pitney-Bowes Folding Machines
- 1 Velo Binder
- 1 GBC Punch
- 1 Bostich Power Stitcher
- 1 Interlake Power Stitcher
- 1 Pitney-Bowes R-30 Collator/Stapler/Folder
- 1 A.B. Dick 7124 collator

- 1 A.B. Dick Stitcher
- 1 A.B. Dick Folder
- 1 Brown Plate Burner
- 1 O & M Profold Folder
- 1 Velo Puncher/Binder
- 1 Standard-Bourg Collator/Sticker/Folder
- 1 3-Spindle Paper Drill
- 1 3-M, 412 Film Processor
- 1 Standard-Bourg Trimmer
- 1 A.B. Dick 360 Offset Press
- 1 NU-ARC RR41F Light Table
- 2 Pitney-Bowes Collators, A-10
- 1 Davidson 702 Offset Press

#### MICROFILM CENTER

- 1 Reliant 600 Microfilmer
- 1 Reliant 700 Microfilmer
- 1 Reliant 750 Microfilmer
- 1 Recordak RV-2 Microfilmer
- 1 3-M 340 1B Microfilmer
- 2 Kodak Prostar Film Processors
- 1 Automated Editor/Loader
- 1 MacBeth TD500 Densitometer
- 1 16mm and 35mm Silver film Duplicator
- 1 35mm MRD Microfilmer
- 1 16mm Microfilm Reader/Printer
- 1 Diazo Duplicator
- 1 Bell & Howell Intercom Microfilmer
- 1 Replenisher
- 1 Extex 3100

#### OFFICE COPIER MANAGEMENT PROGRAM

- 91 Office Copiers

#### QUICK COPY CENTERS

- 2 Xerox 9200 Printer/Collators
- 3 Xerox 920 Stitchers
- 1 Motor Vehicle
- 1 9400 Xerox Printer/Collator

#### WORD PROCESSING UNIT

- 1 Xerox 850 Word Processor
- 2 Xerox 860 Word Processors
- 1 Xerox 45CPS Printer

## PERSONNEL INVENTORY

As required by C.R.S. 24-30-119(1)(c), this chart reflects the Division's personnel inventory as of the last day of Fiscal Year 1982-1983. All reporting is done in terms of FTEs. From January to April, 1983, Central Services employed the equivalent of 10 full-time personnel, or 30 part-time employees, in the Mail Services Section for the Department of Revenue incoming mail room. This temporary increase is necessary to process seasonal taxes, such as income tax returns, mail Services' permanent crew in the Revenue mail room is 9.5 FTE.

Position Title	Class Code	Administration and Administrative Section		Central Stores		Design Center		Inter-agency Motor Pool		Mail Services Section		Main Print Shop		Micro-film Center		Office Copier Management Program		Quick Copy Centers		Word Processing Unit		TOTAL		
		P	T	P	T	P	T	P	T	P	T	P	T	P	T	P	T	P	T	P	T	P	T	
Accounting Tech	A1101A	1	0																			1	0	
Administrative Clerk		2	0	1	0			1	0	5	0	1	0			1	0					11	0	
Administrative Officer	A1008A	3	0							1	0					1	0					5	0	
Automotive Mechanic	A4263A							1	0													1	0	
Bindery Equipment Operator	A2621A											3	0									3	0	
Clerical Assistant	A2301B	0	5					0	1	18	10	0	1	0	3							18	15.5	
Clerical Supervisor	A2332A	1	0							6	0											7	0	
Micrographic Tech	A2605B													2	0							2	0	
Graphic Designer	A2682A						2	0														2	0	
Graphic Design Technician	A2680A						1	1														1	1	
Typesetting Equipment Operator	A2611A																					0	0	
Motor Pool Coordinator	A4510A							1	0													1	0	
Public Service Career Trainee	A9502T									1	0	2	0									3	0	
Printers	A2630B											11	0					4	0			15	0	
Printing Plant Manager	A2636A	1	0																			1	0	
Printing Plant Supervisor	A2635A											1	0									1	0	
Director of Central Services	A1013A	1	0																			1	0	
Staff Assistant	A1001C				1	0				1	0											2	0	
Storekeeper	A2404G				3	0																3	0	
Student Assistant	A1035A	1	0																			1	0	
Supply Officer	A2408A				1	0																1	0	
Vehicle Driver	A4501A									5	0											5	0	
Word Processing Operator	A2047A																				2	1	2	1
Management Analyst	A1052A	0	5																			0	.5	
<b>TOTAL BY UNIT</b>		<b>10</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>37</b>	<b>10</b>	<b>18</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>87</b>	<b>18</b>	

Permanent Employees 87

P = Permanent Employees

Temporary Employees 18

T = Temporary Employees

## DIVISION PRICING POLICY

The following price comparisons are furnished pursuant to the requirements of House Bill No. 1284, the Long Bill; page 122; Footnote 8 which states:

It is the intent of the General Assembly that Central Services include in its annual report for the fiscal year ending June 30, 1982, and each year thereafter, the results of surveys demonstrating that the Division's pricing policy remains competitive with or at a lower rate than private industry in the operation of each service function it has established.

No price comparisons are made for the Office Copier Management Program because as a management program it has no parallel in the private sector hence, no comparisons can be made.

"N/B" notations stand for "no bid".

## MICROFILM CENTER

Original films are automatically deposited with the Division Archives and Public Records by the Microfilm Center. This benefit is not available from commercial vendors.

	Micrographic Sales	Dakota Graphics	Microfilm Center	American Microdata
<b>Processing</b>				
16mm x 100'	2.65	3.75	1.90	1.95
16mm x 200'	4.85	-----	3.90	3.95
35mm x 100'	-----	4.25	3.90	3.95
<b>Diazo Duplication</b>				
16mm x 100'	7.70	10.00	6.00 100+	7.65 100+
16mm x 215'	12.50	-----	10.50 100+	16.75 100+
35mm x 100'	-----	12.00	10.50 100+	17.50 100+
<b>Silver Duplication Positive</b>				
16mm x 100'	-----	12.00	8.75 100+	9.95 100+
16mm x 215'	-----	-----	13.75 100+	21.25 100+
35 mm x 100'	-----	17.50	12.50 100+	19.45 100+
<b>Direct</b>				
16 mm x 100'	-----	21.00	9.00 100+	12.35 100+
16mm x 215'	-----	-----	13.25 100+	25.00 100+
35mm x 100+	-----	-----	12.00 100+	25.00 100+

## CENTRAL STORES

The table below reflects 28 randomly selected commodities vended by Central Stores, vendors currently holding contracts with the State and other competing businesses.

	COMMODITY NO.	UNIT	CENTRAL STORES	AWARD VENDOR	AWARD VENDOR RETAIL	MILE HI OFFICE SUPPLY	COMMERCIAL OFFICE PRODUCTS
Adding machine tape 2 1/4"	615-03 76-1019	Each	31	Nationwide	40	53	87
Tablet, yellow 8 1/2 x 11"	615-63 43-1059	Each	41	Capitol	88	114	96
Tablet, yellow 8 1/2 x 14"	615-64 41-1055	Each	45	Capitol	96	128	106
Stenographer pad	615-15 33-0032	Each	50	Capitol	91	97	95
Paper clips, standard	615-68 23-1215	Box 100	.18	Topwrite	N/B	41	48
Marker-black	620-90-03-0158	Each	26	Capitol	89	80	89
Correction fluid, white solvent	615-29 00-0016	Each	59	Capitol	129	125	83
Hanging folders, letter	615-40-03-1022	Box, 25	6.02	Capitol	10.00	9.00	10.00
Hanging folders, legal	615-40-01-3028	Box, 25	7.18	Capitol	12.05	10.85	12.07
Stapler, standard desk model	605-88 48-4372	Each	4.35	CHB	12.76	8.96	10.95
Staples 1/8" leg, standard	615-81-05 1218	Box 5,000	67	Empire	2.50	2.93	3.25
Hi liters	620-90-06-0187	Each	34	Empire	75	62	69
Kuliber bands, #19	615-75 39-4172	Box 1/4 lb	90	Capitol	1.93	1.39	1.88
Pens, ball point, fine, black	620-80-42-0151	Box 12	99	Capitol	3.00	1.84	4.20
Week-at-a-glance #C-250	615-20-01 1000	Each	1.68	Aarons	3.90	N/B	3.75
Post-it-notes, 1 x 5	615-11 42-7055	Each	.82	CHB	90	1.10	1.18
Typewriter ribbon, Selectric II	610-12 24-1810	Box 6	7.28	Frankef	19.50	26.14	19.50
Typewriter ribbon, IIII all tape	610 11-40-4908	Box 6	2.24	Frankef	14.00	17.44	16.50
tape, transparent mending, 1/4 x 100"	615-88 02-6205	Roll	67	Nationwide	4.11	2.22	2.47
Pencils #2	620-60-01 2150	Box 12	64	Aarons	1.95	2.27	2.57
Binder, 3-ring, black, 1 1/2 in	615-09 15-4024	Each	1.98	Media Packaging	N/B	5.67	6.00
Xerographic paper, 8 1/2 x 11, 20#	645-11 01-1013	Ream	2.63	Nationwide	9.68	6.03	4.65
U.S. flag, nylon 1 x 5'	350 70-110 4514	Each	13.39	Betsy Ross	N/B	N/B	N/B
Colorado flag, nylon, 3 x 5'	150 70-110 3511	Each	17.41	Betsy Ross	N/B	N/B	N/B
Colorado flag, cotton, 3 x 5'	350 70-110 3524	Each	18.24	Betsy Ross	N/B	N/B	N/B
File folders, 1/2 cut, letter, double top	615-45-01 1161	Box 100	6.05	Capitol	12.25	11.25	15.45
Student portfolios	615 46-02-1017	Each	21	Scott Rice	16	32	36
Cheesecloth (86 yd. bolt)	850-16 01 8013	Bolt	18.32	Amer. White Goods	N/B	N/B	37.15

## DESIGN CENTER

VENDOR	RATE/HOUR	
Matrix Design	\$50.00-60.00	Design
	45.00-50.00	Production
Partnership	45.00	
Lambda	40.00	Design
	35.00	Production
Compo Craft	45.00	
Design Center	22.00	Design
	22.00	Production

## INTERAGENCY MOTOR POOL

Greater fleet age and high levels of use cause Central Services' rates to be very favorable. Vehicle depreciation rates conform to Internal Revenue Services guidelines.

VENDOR	DAY RATE
<b>TRAVL CAR</b>	
Compact - Reliant	\$24.00
6 Pass Stwg - Reliant	\$32.00
<b>HERTZ</b>	
Compact - Celebrity	\$64.00
Station Wagon - Caprice	\$80.99
<b>AVIS</b>	
Compact - Reliant	\$56.00
Station Wagon - Reliant	\$75.00
<b>THRIFTY</b>	
Compact - Skylark	\$38.95
Station Wagon	\$47.95
<b>WESTERN CAR RENTAL</b>	
Compact - Reliant	\$21.00
Station Wagon	\$30.00
<b>INTERAGENCY MOTOR POOL</b>	
Compact	\$19.00
Station Wagon	\$20.00
<b>ALAMO RENT-A-CAR</b>	
Compact	\$34.00
Station Wagon	\$37.00

## QUICK COPY CENTERS

Central Services' prices include collating, stapling, and two-sided printing at no additional cost. Policy limits Quick Copy production to 500 copies per original document. The threshold for economical Quick Copy production is 11 copies per original document.

Copies Per Original	Postal Instant Press	Actor Prints	Quick Print Inc.	Quick Copy Centers	Presto Print
25	5.50	1.63	3.75	.63	3.70
50	6.00	2.21	4.25	1.25	4.20
75	6.28*	2.80*	4.95	1.65	4.80
100	6.55	3.38	5.45	2.20	5.25
200	9.70	4.35	7.70	4.40	6.85
300	12.65	7.65	9.95	6.60	9.75
400	15.55	10.95	12.20	8.80	11.20
500	18.15	12.55	14.45	11.00	12.75

\*Estimated (not published) price

## MAIN PRINT SHOP

Price comparisons for the Main Print Shop are based on randomly selected printing jobs on which a number of vendors have made competitive bids. All bids were admin-

istered by the Division of Purchasing. All bids are within Central Services' production capabilities but not all are within the capabilities of the other bidders. This accounts for the "no bid" notations.

VENDOR	JOB PRICE			
	Job #2340	Job #2797	Job #2079	Job #2626
Main Print Shop	\$1,229.86	\$198.35	\$3,600.00	\$ 467.22
Sir Speedy	\$4,038.72	\$512.21	N/8	\$1,575.00
Silers Printing	\$2,105.00	N/8	\$2,576.00	\$ 835.00
Hampton Press	\$2,800.00	\$445.00	N/8	\$ 829.00
Kaufman Printing	N/8	N/8	\$4,275.00	\$ 955.00
Quick Print Inc.	\$3,000.00	\$600.00	\$9,000.00	\$1,250.00

## WORD PROCESSING

VENDOR	PRICE/HOUR
The Administrative Assistant	\$18
Data Input Specialists Company (DISC)	\$15 \$25 <small>minimum</small>
Autotype	\$30
Office Center	\$25
Sunshine Professional Services	\$20 \$10 <small>minimum first time clients.</small>
The Headquarters Companies	\$24
For Your Information (FYI)	\$20
<b>Word Processing Unit</b>	<b>\$21    \$21</b>



## MAIL SERVICES SECTION

Some services performed by Mail Services for State agencies are unique--no similar services exist in the private sector. Not all Mail Services' functions are, therefore, listed below.

	Direct Mail Services	Zip Co.	Mail Services Section	Data Lists
<b>Folding</b>				
a. Manual	30.00 to 50.00/1,00	10 00/1,000		25.00/1,000
b. Machine	3 00/1,000	4.50/1,000		2.50/1,000
set-up	-0-	-0-	4.00/1,000	-0-
minimum #	5000#		-0-	
<b>Inserting</b>				
a. Manual	8.25/1,000	7.50/1,000		12.50/1,000
b. Machine	-0-	15 00	7.50/1,000	-0-
set-up			-0-	
minimum #	N/C	+ 1.00/1,000	1,000	N/C
Multiples	+ 3.00/1,000		N/B	+ 5.00/1,000
Metering	N/A	24 00/1,000	1.00/1,000	
c. hand		14.00/1,000-no seal		
<b>Labeling</b>				
a. Manual	5.50/1,000	6.00 to 8.00/1,000	15.00/1,000	20.00/1,000
b. Cheshire	N/C	15 00	N/B	7.50/1,000
set-up				N/C
minimum #	10 00/1,000	7.50/1,000	N/B	
c. Machine			8.00/1,000	
set-up			N/C	
minimum #			N/C	
<b>Presorting</b>				
a. Zip Order				
1st Class	3.25/1,000	10.00/1,000	5.50/1,000	7.50/1,000
3rd Class	6.25/1,000	5.50 to 9.50/1,000	5.50/1,000	7.50/1,000
b. Random Order				
1st Class		14.50/1,000	N/B	N/B
3rd Class		14.50/1,000	N/B	N/B
<b>Lead Time</b>	1 1/2 days	2 days	2,000 same day 2,000 next day or by arrangement	3 days
<b>Minimum</b>	5,000 pieces	\$40 00	-0-	
<b>Messenger</b>				
a. Vehicle			185.00 mo.	
b. Walking			or .152 /tr piece	

## LONG BILL APPROPRIATION

	ITEM & SUBTOTAL	TOTAL	APPROPRIATION FROM		
			GENERAL FUND	CASH FUNDS	FEDERAL FUNDS
	\$	\$	\$	\$	\$
<b>(2) MANAGEMENT SERVICES 6/</b>					
Personal Services	254,820				
	(7.0 FTE)				
Operating Expenses	16,458				
Travel and Subsistence	10,688				
Indirect Costs	9,104				
		291,070		291,070*	
*These funds shall be from user fees.					
<b>(3) CENTRAL SERVICES 7/8/9/</b>					
		6,148,829		6,148,829*	
		(105.0 FTE)			
*These funds shall be from user fees, and, of this amount, \$249,436 shall be from agency indirect costs.					
<b>(4) ACCOUNTS AND CONTROL DIVISION</b>					
<b>(A) Administration</b>					
Personal Services	1,255,847		1,033,068	222,779*	
			(39.0 FTE)	(10.0 FTE)	
Operating Expenses	161,981		87,353	74,628*	
Travel and Subsistence	5,215		4,287	928**	
Indirect Costs	17,240			17,240*	
	1,440,283				
*These funds shall be from the receipts of the Central Collection Unit.					
**Of this amount, \$659 shall be from the receipts of the Central Collection Unit, and \$269 shall be from the State Employees' Health Insurance program.					
<b>(B) Group Health and Life Insurance</b>					
	4,736,902		3,069,512	1,667,390*	

# PROPOSED LEGISLATION

GENERAL ASSEMBLY  
100 NO 84 0274 / 174th General Assembly HOUSE BILL NO  
STATE OF COLORADO

BY REPRESENTATIVE Johnson

A BILL FOR AN ACT  
CONCERNING THE DIVISION OF CENTRAL SERVICES

### Bill Summary

(Note: This summary applies to this bill as introduced and does not necessarily reflect any amendments which may be subsequently applied.)

Clarifies the functions and powers of the division of central services in the department of administration and extends its jurisdiction throughout the state of Colorado

2 **Be it enacted by the General Assembly of the State of Colorado:**

3 SECTION 1 The introductory portion to 24-30-1104 (1),  
4 Colorado Revised Statutes, 1982 Repl Vol 1, is amended, and  
5 the said 24-30-1104 is further amended BY THE ADDITION OF A  
6 NEW SUBSECTION, to read:

7 24-30-1104 Functions of the division. (1) WITHIN the  
8 counties of Adams, Arapahoe, and Jefferson and the city and  
9 county of Denver only: The division shall perform the  
10 following functions for the executive branch of the state of  
11 Colorado AND its departments, institutions, and agencies under  
12 the direction of the executive director of the department of

Capital letters indicate new material to be added to existing sections.  
Dashes through the words indicate deletions from existing sections.

1 administration WHENEVER THE DIRECTOR OF CENTRAL SERVICES FINDS  
2 THAT IT IS NECESSARY TO ESTABLISH CENTRAL PLANNING, CONTROL,  
3 AND COORDINATION OF SERVICE ACTIVITIES

4 (2) The division may, at the discretion of the  
5 executive director, offer for sale to the general public such  
6 documents, publications, forms, and other materials as are  
7 unique to government and unobtainable from private industry.

8 SECTION 2 24-30-1108 (2), Colorado Revised Statutes,  
9 1982 Repl. Vol., is amended to read:

10 24-30-1108 Regulating Fund - service charges - practicing  
11 public. (2) Users of division services shall be charged the  
12 full cost of the particular service, which shall include the  
13 cost of all material, labor, and overhead, AS DEFINED BY  
14 FISCAL RULE OF THE CONTROLLER

15 SECTION 3 Repeal. 24-30-1104 (1) (a) and 24-30-1109  
16 (1) (c), Colorado Revised Statutes, 1982 Repl. Vol., are  
17 repealed.

18 SECTION 4. Safety clause. The general assembly hereby  
19 finds, determines, and declares that this act is necessary  
20 for the immediate preservation of the public peace, health,  
21 and safety.

■ ■ ■ DIVISION OF CENTRAL SERVICES EMPLOYEES  
■ □ ■ JUNE 30, 1983  
■ ■ ■

Jack Keene, Director  
Penny Adkins  
Anna Anderson  
Paul Alva  
Peggy Barber  
Bob Barefield  
Thomas Bainton  
Richard Barnes  
Anthony Baros  
Maria Burns  
Juanita Bordoni  
Jean Borland  
Victoria Capra  
Lifen Chang  
Darla Chavez  
Phyllis Chavez  
Joe Christenson  
Patty Cisneros  
Doris Couturier  
Frank Cozine  
Kathryn Dickerson  
Paul Dickerson  
Daniel Dominguez

Elizabeth Evans  
Glenn Fox  
Carmen Freeman  
Gib Gilbert  
Denise Gomez  
Phyllis Gonzales  
Irene Gordy  
Lila May Hann  
Rosalyn Hicks  
Barbara Hood  
Denise Huntsinger  
J.J. Jackson  
Vangie Jaramillo  
Lloyd Kellems  
Nora Kellems  
Aly Kewan  
Mike Lafferty  
John Lawless  
Jim Lewis  
Eloy Lucero

Henry Maestas  
Lois Maxwell  
Eugene McClanahan  
Cheryl McHugh  
Helen Nopens  
Frank O'Callahan  
Bob O'Lear  
Sonny Otero  
Renee Padilla  
Harry Paisley  
Kathleen Pennucci  
Erlinda Perez  
Felix Quintana  
Mike Renth  
Josefina Riggs  
Dale Rodriguez  
Karen Romero  
Bob Romero  
Sue Roybal

Joan Sanchez  
Cecil Sharp  
Robert Seiler  
Steve Slane  
Paul Stempien  
Mike St. Peter  
Angela Swartzendruber  
Albert Tanguma  
Sidney Theard  
Gilbert Thomas  
Mary Ann Torrez  
Don Trummel  
James Twark  
Bob Upham  
Jan Waiting  
John Whitehurst  
Leta Wilkerson  
Mark Wilkerson  
Tony Zamora  
Gerry Zejda  
Gordon Zobell



