

ADM 10.1 / 1992-93
c.2

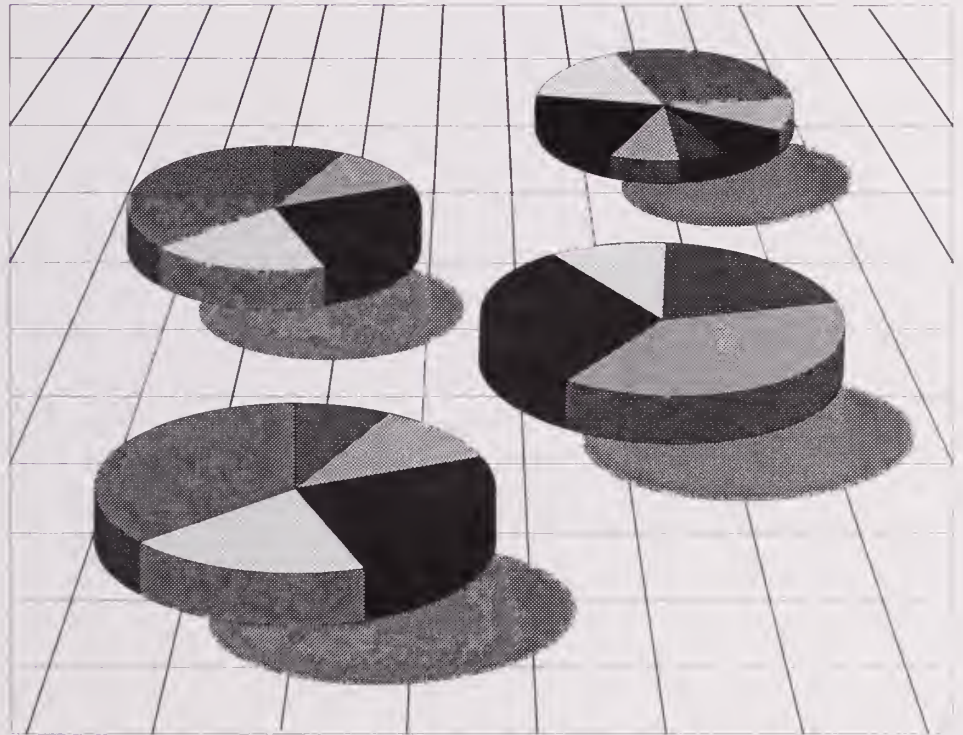
COLORADO STATE PUBLICATIONS LIBRARY



3 1799 00141 9522

The 1993 Annual Report of the Division of Central Services

Department of Administration



Fiscal Year 1992-1993 ended June 30, 1993

Jack E. Keene, Director of Central Services

Division of Central Services
225 East 16 Avenue, Suite 800
Denver, CO 80203



Digitized by the Internet Archive
in 2016

<https://archive.org/details/annualreportofdi1992colo>

The 1993 Annual Report of the Division of Central Services Department of Administration

Fiscal Year 1992-1993 ended June 30, 1993

Jack E. Keene, Director of Central Services

This annual report is published pursuant to the requirement of Colorado Revised Statutes 24-30-1109. All aspects of the design and production of this annual report have been accomplished by the employees of the Division of Central Services.

December 1, 1993

Copies of this annual report have been distributed to the following in compliance with various statutory requirements:

Office of the Governor
Office of State Planning and Budgeting
Office of the Lieutenant Governor
Fifty-eighth General Assembly of the State of Colorado
Joint Legislative Library
Office of the State Auditor
Department of Administration
Division of Archives and Public Record
Department of Education
State Publications Depository and Distribution Center

Division of Central Services
225 East 16 Avenue, Suite 800
Denver, CO 80203
(303) 866-3970 FAX: (303) 894-2375

DIVISION OF CENTRAL SERVICES DIRECTOR'S MESSAGE

In Fiscal Year 1992-1993, the Division played a significant role in the statewide issues of fleet management, travel, and collections. The Division's customer service and quality assurance programs continue to address changing customer needs. Further, the Division's ongoing commitment to total quality management has yielded results from some fifty-two Quality Improvement Proposals, making the Division a leader in its pursuit of quality.

Overall it was a very successful year for the Division. The Division had incomes of \$19,867,075 that resulted in a favorable year end position. During the year, the Division's operations saved the State approximately \$10,353,801.

Several highlights of the last year indicate the activities of a busy year. The Statewide Travel Management Program passed two milestones. First, with the passage of Senate Bill 250, the program gained legislative status. The legislation greatly enhances the authority of the program and demonstrates the determination of the General Assembly to bring comprehensive management to the State's travel spending. Second, the program obtained discount airfares for its major city-pair routes.

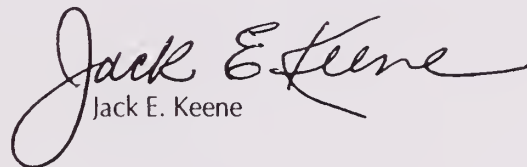
State Fleet Management implemented SB 92-30, which provides for the general consolidation of management of all state vehicles. State Fleet Management created four sets of rules required by statute to define operating criteria for the SFM program, established a repair network of state garages and standardized work orders, repair times and rates, and enrolled about 3,000 vehicles from Higher Education, Department of Transportation, Public Safety, and the remainder of Natural Resources.

Central Collections had an excellent year. The section collected a total of \$8,977,643 with the same number of FTE. This represents a 26 percent increase over fiscal year 1992.

The Division acquired a number of pieces of equipment which have improved the efficiency of our services. Mail Services installed an OCR/Barcoding system which permits the application of postal barcodes to permit mailings and qualifies the mail for the greatest postal discount. A high speed Cheshire labeler was also acquired. The acquisition of the CUBS collection hardware and software package in Central Collections has reduced the computer costs by \$80,000 per year.

In summary, the Division has again performed beyond expectations. I would like to extend my thanks to our employees as they continue to meet the challenges of new programs, increasing customer demands, and higher quality standards.

This annual report is intended to meet the requirements of the Colorado Revised Statute 24-30-1109 and is authorized for that purpose.



Jack E. Keene

Director of Central Services
December 1, 1993

DIVISION OF CENTRAL SERVICES

PART I, INTRODUCTION

1 Profile

The Division of Central Services, a statutory division, transferred by a type 2 transfer to the Department of Administration and originally organized in 1976, maintains its headquarters at 225 East 16 Avenue, Suite 800, Denver. The Division's primary purpose is to furnish support services to other agencies of the executive branch of State government. Enabling legislation is contained in Colorado Revised Statutes 24-30-1101. Prior to its legislative creation in July of 1977, the Division operated by authority extended through an executive order dated February 17, 1976.

This annual report has been prepared and distributed pursuant to the provisions of Colorado Revised Statutes 24-30-1109. It reflects Division operations during Fiscal Year 1992-1993.

2 Mission and goal

The Division has a two-part mission. Most apparent is the mission to furnish commonly used support services to agencies of the executive branch of State government located in Adams, Arapahoe and Jefferson counties, and the City and County of Denver. Support services currently offered include: printing and bindery, quick copy services, mail processing and messenger services, microfilm exposure and duplication, graphic design and typographic services and fleet management. State Fleet Management also operates a motor pool, vehicle repair service, and it vends motor fuel. Central Services creates State employee identification credentials, the *State of Colorado Telephone Directory* and an organization chart of State government entitled "Organization of State Government in Colorado." Since the beginning of 1988, Central Services has also managed the Central Collection Service for the Division of Accounts and Control. Central Collections recovers debts owed the State pursuant to Colorado Revised Statutes 24-30-202.4 et seq.

Simply furnishing commonly used support services is not the sole justification for Central Services. Effective management of the service resources of the State of Colorado is the Division's second mission. Central Services is charged by statute to establish central planning, control, and coordination of service activities. The Division has established several management programs: the Office Copier Management Program, and the Service Equipment Request Program.

Division responsibilities include the approval of all service equipment acquisitions and staffing patterns of service functions maintained by State agencies in the four-county service area. Funding is earned by charging user agencies for goods delivered and services rendered. State law requires that all such user charges be made at competitive rates. As a revolving fund agency, Central Services receives no appropriated funds of any kind; the Division operates—as any enterprise does—within the constraints of its earnings from the sale of goods and services to other State agencies.

To achieve these missions, the Division plans, coordinates, controls and/or furnishes support services through what may be described broadly as two types of programs: consolidated service programs and management programs.

Consolidated service programs are those in which Central Services furnishes a good or service to its customers. Two examples of this type of program are the State Print Shop and the State Motor Pool. In **management programs** Central Services oversees the purveyance of a service by another supplier. Often the Division's role is one of contract administration/enforcement. Examples of management programs include the Copier Management Program and the SER Program.

The goal of the Division of Central Services is to reduce the State's cost for commonly used support services. The means of achieving the Division's goal are always evaluated by a cost benefit study before any management decision is considered. Alternatives considered are: leaving the existing service structure intact; consolidating the existing service structure with that of the Division or some other government service structure; creating a new service structure; and, privatizing—contracting with the commercial sector for the needed service.

Additional goals include controlling the proliferation of service equipment and operating personnel or planning rates of equipment proliferation that are consistent with planned growth goals. The measurement of benefits to Division customers is very straightforward in our **consolidated service programs**. Benefits are measured in terms of cost, delivery time, and quality of the good or service furnished by the Division.

In **management programs** monetary benefits are delivered to the State; benefits to individual State agencies are less evident. Such benefits can sometimes be gauged in terms

DIVISION OF CENTRAL SERVICES

PART I, INTRODUCTION

of fiscal measurements, but often require assessment in less tangible terms such as:

- a. Fraud prevention and control.
- b. Cost avoidance.
- c. Recirculation of State funds within the government framework.
- d. Increased levels of service availability.
- e. Ancillary savings implied by furnishing a particular service. Intensive document microfilming, for example, implies cost avoidance in the areas of file cabinets, records warehousing facilities, and custodial personnel.

3 Customer service

The Division of Central Services is dedicated to providing quality service to its customers. Several programs have been implemented to increase the quality of service and customer satisfaction. Quality control programs regularly monitor and control mechanisms within each operating unit of Central Services that verify product and service levels. The Quality Assurance Program determines customer satisfaction levels through a vigorous program of written and oral surveys which are conducted periodically.

Once a good or service has been delivered, our Customer Service Program insures that the customer is satisfied by standing ready to resolve any complaints.

These programs have been very helpful in improving the quality of our services.

The Customer Relations Program trains and motivates Central Services' employees to satisfy our customer's needs. An orientation program provides customer relations training for all new Division employees. In addition, on-going customer relations training is provided for senior Division employees. To motivate employees, the Division of Central Services' Awards of Merit was established nine years ago. The awards recognize and reward those employees committed to quality service and performance excellence.

Early in 1983, Central Services established an advisory Customer Panel. Panel members serve as a channel for feedback from State agencies and as a conduit for the dissemination of information to Division customers. Many valuable suggestions have been presented by panel members and our customers. Central Services believes that our customers are a valuable resource for product and service design.

DIVISION OF CENTRAL SERVICES' CUSTOMER SERVICE POLICY

WE GUARANTEE THAT OUR CUSTOMERS MUST BE COMPLETELY SATISFIED WITH OUR PRODUCTS, OR WE WILL REPLACE THEM AT NO COST OR REFUND THE PURCHASE PRICE.

WE GUARANTEE THAT OUR CUSTOMER MUST BE COMPLETELY SATISFIED WITH OUR SERVICES. IF THE SERVICE YOU RECEIVE DOES NOT MEET WITH YOUR SATISFACTION, NOTIFY US AND WE WILL MAKE IT RIGHT.

WE WILL LISTEN. ALL CUSTOMER INQUIRIES WILL BE ACKNOWLEDGED WITHIN TWO BUSINESS DAYS OR LESS.

WE ARE DEDICATED TO SATISFYING OUR CUSTOMERS. SHOULD YOU HAVE ANY QUESTIONS OR PROBLEMS, PLEASE CONTACT CENTRAL SERVICES' CUSTOMER SERVICE REPRESENTATIVE.

DIVISION OF CENTRAL SERVICES

PART I, INTRODUCTION

4 Total Quality Management

During the past year, the Division revised its Total Quality Program to improve its effectiveness. The Role of the Quality Council was more specifically defined. The Quality Council is responsible for the development, implementation, and on-going administration of the quality process.

Manager's TQM PACE Factor

A manager's TQM PACE factor was developed to provide specific guidelines for implementing TQM:

1. Arranged to have 6 quality improvement teams per year, or the equivalent, such as 2 or 3 major teams.
2. Supported the quality effort by encouraging/permitting employees to serve on teams, to serve on the Quality Council, or to conduct other related TQM activities, such as collecting data or facilitating.
3. Supported and encouraged TQM training for all employees.
4. Developed and followed a long-range plan for improvement.
5. Participated on a departmental/divisional TQM project team.
6. Solicited the views of internal customers regarding services.
7. Sought input from external customers regarding services.
8. Looked at internal work processes and recommended or implemented improvements.
9. Made or suggested changes to be more responsive to the needs of the various customers.
10. Identified and recommended changes which suppliers could adopt to improve their products/services.
11. Developed a database, or used a current database, to support the recommendations or decisions made to meet customer needs.
12. Dedicated time to learn more about quality management.

Quality Council Initiates QIP Program

The Quality Council has developed a Quality Improvement Proposal (QIP) form which employees may use in submitting suggestions to the Council. Suggestions may be for both Division or Unit improvement of job efficiency, employee morale, customer relations, increased productivity, increased quality of product or service, reduced cost, and possible TQM teams.

Each QIP will be evaluated by the Quality Council, and the person making the QIP, will receive a letter thanking them for it and indicating the action taken on the suggestion. The Council will forward the QIP, without the name of the maker of the suggestion, to the manager(s) of the unit(s) and recommend the type of action to be taken. QIP forms are available from your Quality Council Representative, and they should also be prominently displayed in your work area.

Employees are encouraged to submit QIPs. Each person submitting a QIP will receive a pen with the Division's Quality Logo on it, and the person who submits the best QIP for the month, as determined by the Council, will receive a coffee mug with the Division's Quality Logo on it.

The better QIPs for the six-month period will be submitted for the Awards of Merit Suggestion Awards.

QIP SUCCESS STORIES

As the result of QIP suggestions, process and services have been improved.

- Mail time from the Design Center to the Printing Plant was reduced from 24 hours to 4 hours.
- Mail pickup on the 8th floor of the Capitol Life Building was analyzed and revised to better meet the needs of the customers.
- Short-term loaner vehicles (vehicles that are issued to customers when their permanently assigned vehicle is being repaired) are now issued by the State Garage rather than the Fleet Office, which is more convenient for the customer.
- The State Garage now offers "Quick Lube Services", or service while you wait, for basic and minor services.
- The Bindery Unit at the Print Shop assigned one person each month to be in charge of all Quick Copy work coming in and going out of the Print Shop. This made the process more efficient, reduced cycle time, and focused responsibility.
- In the Press Unit of the Printing Plant, printers formerly spent time looking for paper that had not yet been delivered from the paper company. Now, back order stock is listed on a white bond so that printers will not search for it. The cost savings is about \$6 per job ticket that requires back order stock to be pulled.
- A more efficient internal mail distribution system was established for the Administrative Section.

The better QIPs for the six-month period will be submitted for the Awards of Merit Suggestion Awards.

DIVISION OF CENTRAL SERVICES
PART I, INTRODUCTION

5 Operating names and locations

Central Services' operates under the following name and title designations at the locations specified. Listings reflect locations of operations as of the last day of Fiscal Year 1990-1991.

- a. **Mail Services Section,**
1525 Sherman Street, Basement, Denver.
- b. **State Print Shop,**
1001 East 62 Avenue, Denver.
- c. **Office Copier Management Program,**
225 East 16 Avenue, Suite 801, Denver.
- d. **Quick Copy Centers:**
 - 1. 1313 Sherman Street, Room 1-B19, Denver.
 - 2. 1525 Sherman Street, Room B-10, Denver.
 - 3. 201 East Colfax Avenue, Denver.
 - 4. 1575 Sherman Street, Room G26, Denver.
- e. **State Motor Pool,**
1555 Sherman Street, Denver.
- f. **Design Center,**
225 East 16 Avenue, Room 801, Denver.
- g. **State Microfilm Center,**
1001 East 62 Avenue, Denver.
- h. **State Fleet Management,**
1001 East 62 Avenue, Denver.
- i. **State Garage,**
1001 East 62 Avenue, Denver.
- j. **Central Collection Service,**
225 East 16 Avenue, Suite 550, Denver.
- k. **State Travel Management,**
225 East 16 Avenue, Suite 800, Denver.
- l. **North Campus,**
1001 East 62 Avenue, Denver.

Other instrumentalities of the Division are: the *State of Colorado Telephone Directory*, "Organization of State Government in Colorado" chart, and State of Colorado Diners Club Corporate Card System. In addition, the Division issues State of Colorado employee identification credentials usable by all State government agencies. All of these activities operate out of Division headquarters located at 225 East 16 Avenue, Suite 800, Denver.

6 Employees

Central Services closed Fiscal Year 1991-1992 operations with 136.3 full-time Equivalent (FTE) employees. Minority status is claimed by 46 employees, or 34 percent, of that number; 25 employees are female and 21 male. It should be noted that the 34 percent minority status of this division exceeds the demographic distribution of minorities in the State's total population. A listing of employees as of the date of this report and their job skill classifications is included in the appendix of this report.

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

7 Summary of significant accounting policies

In order to insure observance of limitations and restrictions placed on the use of fiscal resources, by rule and statute, all accounts are maintained by the Department of Administration for Central Services in accordance with the principles of accounting specified in Colorado Revised Statutes 24-30-202(12). The accounting practices of the Department conform strictly to those specified by the Controller. Resources intended for various purposes are classified, according to the principles of fund accounting, into funds that operate in accordance with specified activities or objectives. The accrual basis of accounting is followed.

Central Services receives no actual funds from the General Assembly. Instead, it receives an authorization to spend a portion of the revenues, when and if earned, generated by the sale of Division services to other government agencies. Central Services is a statutory revolving fund (Colorado Revised Statutes 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 in accordance with Colorado Revised Statutes 24-30-1108(2). Prices charged by all of the Division's operating units are competitive with those of private industry as required by Colorado Revised Statutes 24-30-1108(3).

The funding structure of Central Collection Service is described in Colorado Revised Statutes 24-30-202.4(3)(d) and (e). Like all other Central Services' operating units, Central Collections operates within the confines of the revenue it generates. Its funding structure is in no significant way dissimilar to that of Central Services. This similarity of fiscal structures was among the reasons for the assumption of CCS' management by Central Services in 1988.

8 Revenue recognition

In government accounting, expenses and revenues are reported in the period in which they are earned or incurred. All revenue for services performed or for goods delivered before the close of the fiscal year is recognized in the reporting for that fiscal year. Revenue is recognized whether or not it is collected and whether or not its collection date falls within the fiscal year in which earned.

9 Indirect costs

Central Services recognizes two levels of contribution to administrative/management costs:

- a. Operating units contribute to Central Services' overhead administration, rent, interest, and other expenses. These expenses are captured as "DCS Overhead" in the profit and loss statements of each operating unit. The contribution liability is determined for each unit by the director.
- b. The Division contributes to State Wide Indirect, which is developed by the Division of Accounts and Control in accordance with federal guidelines, recommended to the Joint Budget Committee, and approved by the General Assembly.

10 Depreciation

General fixed assets are recorded as assets at the time of acquisition. Depreciation is then computed and recorded as current expense. Assets are carried at actual cost and depreciated on a straightline basis over the useful life spans prescribed in guidelines promulgated by the Internal Revenue Service of the United States Government.

11 Service Equipment Request Program

Under provisions of Colorado Revised Statutes 24-30-1105(1)(a),(b),(e),(f) and 24-30-1107, the Division of Central Services is responsible for reviewing and approving requests by other executive branch agencies for service equipment. Such equipment is related to the Division's service mission. The Service Equipment Request Program discharges this responsibility. Specific approval procedures are contained in Fiscal Rules, chapter 3, section 1.35.09. The approval process takes into account cost effectiveness and efficiencies required by statute.

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

12 Annual and Cumulative Savings

The Annual Savings and Cumulative Savings are included in this annual report to satisfy the requirements of Colorado Revised Statutes 24-30-1109(1)(f) for "an estimate of prior calendar year and cumulative savings due to operations of the division."

During Fiscal Year 1992-1993, the Division's operations saved the State approximately \$10,353,801*. Several sources contributed to these savings.

State Fleet Management saved the State \$664,491 through a 10 percent reduction of the State fleet: agencies do not have to pay leases on sold vehicles for a savings of \$68,148 per year, and the income from the sale of vehicles was \$596,343.

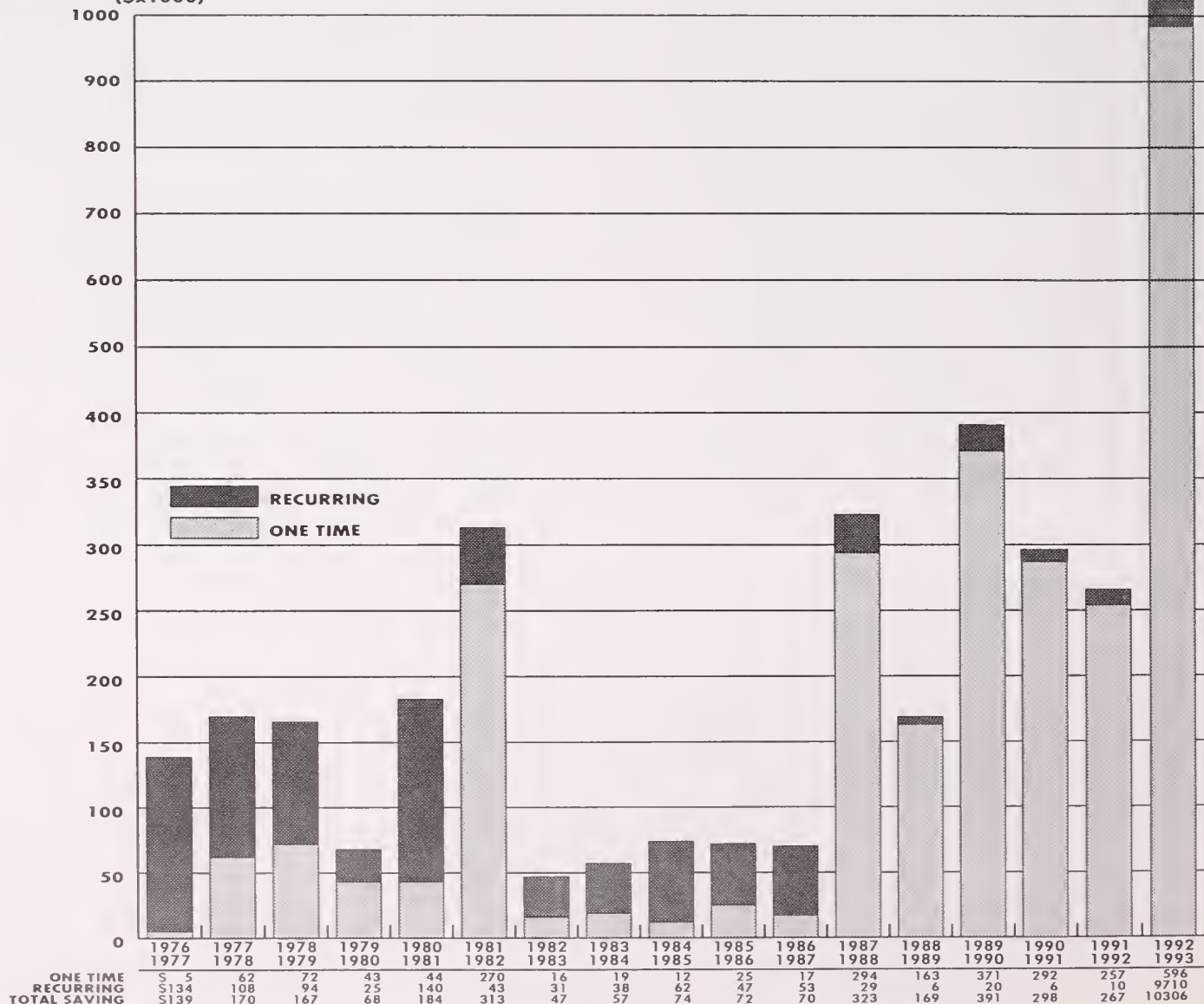
In addition, a \$4,192,481 savings was realized by State Fleet Management in the reduced cost per mile of the State fleet as the result of the implementation of Senate Bill 92-30 as documented in the Grant Thornton report on "Costs Associated With Various State Motor Vehicle Fleet Operations."

SFM, in cooperation with its maintenance management contractor for commercial vendor repairs, has saved \$48,416 by declining to issue certain authorizations on unneeded repairs or by following up on warranty rights.

Savings from Mail Services operations, for FY 1993, included the reduction of the postage expense to State agencies through zip code presorting of letter mail. The postal discount of \$.042 per piece, which totaled more than \$181,000, was partially passed directly to the mailer

ANNUAL SAVINGS

(Sx1000)



DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

in the form of lower postage applied to each piece. The restructuring of the Capitol Complex delivery routes allowed for a reduction of personal services expense for one delivery position, a savings of \$8,000, without reducing the service standard. A committee, with representatives from major customers, negotiated delivery times and frequency. The intent was to adjust the routes to accommodate the return of State agencies to the State Services Building and to avoid increasing charges for the service.

A savings of \$82,413 was realized by the State Printing Plant as the result of purchasing an Apollo MCP web offset press which is more efficient than the presses it replaced and resulted in the reduction of personal services expense for one printer position.

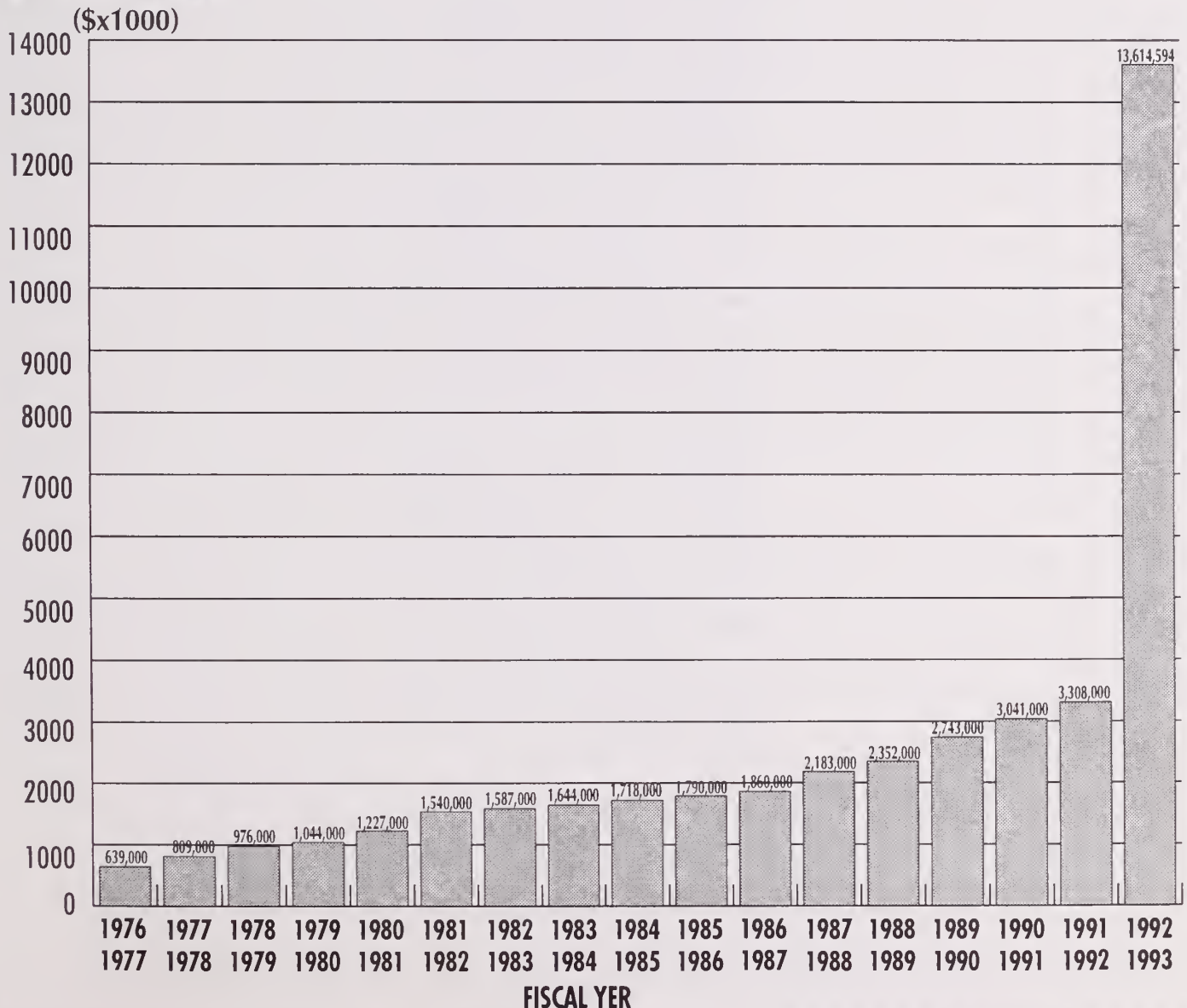
The State Travel Management Program saved the State \$5,097,000 through contracting rates for airfares, hotels, and car rentals.

The CUBS collection hardware and software package in Central Collections has reduced the computer costs by \$80,000 per year.

* There are additional savings or benefits to the State of \$11,723,047 which result from the competitiveness and efficiency of Central Services (See Section 16, Price Comparison to Private Industry), so that the total savings or benefit to the State could be interpreted as being \$22,076,848.

Recurring savings are reported only in the year first achieved. They are not accumulated in subsequent annual reports.

CUMULATIVE SAVINGS



DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

13 DIVISION OF CENTRAL SERVICES'
ANNUAL PROFIT AND LOSS STATEMENT
OVERALL DIVISION OPERATIONS
 (unaudited)

1993 Revenue/Expense

INCOME:

Revenue	\$19,430,279
Intersectional sales	\$389,708
Commuting revenue.....	\$20,854
Auction revenue.....	\$26,234

TOTAL INCOME.....\$19,867,075

EXPENSES:

Personal services	\$3,711,021
Compensated absences	(\$17,909)
Operating.....	\$1,425,005
Fuel	\$2,490,065
Oil/Maintenance	\$2,074,009
Depreciation.....	\$2,320,411
Intersectional fuel	\$61,229
Intersectional oil/maintenance	\$328,479
Insurance/Fleet program	\$406,261
Interest on loan.....	\$404,113
Equipment maintenance.....	\$213,745
Equipment rent QC/Copiers	\$781,216
Cost of goods sold	\$3,963,900
Leased space	\$100,625
Building rental	\$69,966
Indirect cost.....	\$324,322
GGCC cost	\$0
Utilities	\$44,457
Leased vehicle fix/var	\$240,100
Auction.....	\$605

SUBTOTAL EXPENSES.....\$18,941,620

DCS' overhead

	\$926,920
--	-----------

TOTAL EXPENSES.....\$19,868,540

PROFIT OR (LOSS).....\$(1,465)

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

14 DIVISION OF CENTRAL SERVICES'
BALANCE SHEETS
FOR THE FISCAL YEAR ENDED JUNE 30, 1993
 (unaudited)

ASSETS:

Cash on-hand	\$100
Cash with State Treasurer.....	(\$165,869)
Receivables:	
Other agencies, funds, and governments.....	\$17,619
Inventories.....	\$200,539
Prepaid expenses.....	\$9,254
Furnishings, and Equipment	\$2,103,970
Accumulated depreciation—furnishings and equipment	(\$1,330,636)
Leasehold improvements.....	\$58,046
Amortization of leasehold improvements.....	(\$29,930)

TOTAL ASSETS.....\$863,093

LIABILITIES:

Payables:	
Warrants.....	\$58,318
Vouchers	\$197,856
Accounts	\$79,048
Accrued salaries	\$0
Deferred revenue.....	\$8,254
Compensated absences	\$157,276

TOTAL LIABILITIES.....\$500,752

FUND EQUITY:

Retained Earnings.....	\$361,394
Contributed capital.....	\$947

TOTAL FUND EQUITY.....\$362,341

TOTAL LIABILITIES AND FUND EQUITY.....\$863,093

DIVISION OF CENTRAL SERVICES
PART I, INTRODUCTION

15 CENTRAL COLLECTIONS
BALANCE SHEETS
FOR THE FISCAL YEAR ENDED JUNE 30, 1993
(unaudited)

ASSETS:

Cash on-hand	\$200
Cash with State Treasurer.....	\$630,538
Receivables:	
Other agencies, funds, and governments.....	\$2,902
Inventories.....	\$36,000
Furnishings, and Equipment	\$230,542
Accumulated depreciation—furnishings and equipment	(\$48,727)
Leasehold improvements.....	\$7,125
TOTAL ASSETS.....	<u>\$858,040</u>

LIABILITIES:

Payables:	
Warrants.....	\$25,588
Vouchers	\$312,661
Accounts	\$814
Other Agencies, Funds and Governments	\$200,567
Deferred revenue.....	\$76,207
Compensated absences	\$27,832
TOTAL LIABILITIES.....	<u>\$643,669</u>

FUND EQUITY:

Retained Earnings.....	\$214,371
TOTAL FUND EQUITY	<u>\$214,371</u>
TOTAL LIABILITIES AND FUND EQUITY.....	<u>\$858,040</u>

DIVISION OF CENTRAL SERVICES
PART I, INTRODUCTION

16 FLEET MANAGEMENT
BALANCE SHEETS
FOR THE FISCAL YEAR ENDED JUNE 30, 1993
(unaudited)

ASSETS:

Petty Cash.....	\$0
Cash with State Treasurer.....	(\$7,868,880)
Receivables:	
Other agencies, funds, and governments.....	\$12,459
Inventories.....	\$12,781
Prepaid expenses.....	\$1,500
Furnishings, Equipment and Autos	\$18,748,489
Accumulated depreciation—furnishings equipment and Autos	(\$8,257,361)
Leasehold improvements.....	\$13,188
Amortization of leasehold improvements	(\$9,134)

TOTAL ASSETS.....\$2,653,042

LIABILITIES:

Payables:	
Warrants.....	\$133,957
Vouchers	\$289,244
Accounts-Includes agencies, funds, and governments.....	\$123,107
Deposits Held.....	\$0
Compensated absences	\$25,972

TOTAL LIABILITIES.....\$572,280

FUND EQUITY:

Retained Earnings.....	\$1,748,580
Retained Earnings-Deignated	\$332,182

TOTAL FUND EQUITY.....\$2,080,762

TOTAL LIABILITIES AND FUND EQUITY.....\$2,653,042

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

17 ANNUAL PROFIT AND LOSS STATEMENT FOR EACH SERVICE FUNCTION
for year ended June 30, 1993
(unaudited)

	<u>Mail Services Section</u>	<u>Fleet Management Program</u>	<u>State Print Shop</u>	<u>Office Copier Management Program</u>	<u>Quick Copy Centers</u>	<u>Design Center</u>	<u>State Microform Services</u>	<u>North Campus</u>	<u>Central Collections</u>
1992-93									
Income	\$4,853,027	\$9,594,639	\$1,380,119	\$1,091,902	\$786,477	\$302,563	\$486,034	\$143,256	\$1,229,058
Expense	\$4,851,345	\$9,725,643	\$1,345,071	\$ 961,340	\$779,213	\$296,698	\$542,171	\$147,218	\$1,219,841
Profit (loss)	\$ 1,682	\$(131,004)	\$ 35,048	\$ 130,562	\$ 7,264	\$ 5,865	\$(56,137)	\$ (3,962)	\$ 9,217
1991-92									
Income	\$4,938,621	\$6,120,231	\$1,435,379	\$1,105,735	\$708,153	\$311,882	\$472,710	\$126,777	\$1,054,940
Expense	\$4,996,496	\$5,677,344	\$1,375,010	\$ 875,779	\$757,428	\$329,081	\$534,577	\$150,748	\$1,077,850
Profit (loss)	\$ (57,875)	\$ 422,887	\$ 60,369	\$ 229,956	\$(49,275)	\$(17,199)	\$(61,867)	\$(23,971)	\$ (22,910)
1990-91									
Income	\$4,252,058	\$5,269,082	\$1,228,604	\$966,989	\$648,892	\$257,466	\$432,372	\$134,534	
Expense	\$4,219,042	\$4,858,981	\$1,318,210	\$895,841	\$631,641	\$284,304	\$475,520	\$165,794	
Profit (loss)	\$ 33,016	\$ 410,101	\$ (89,606)	\$ 71,148	\$ 17,251	\$(26,838)	\$(43,149)	\$(31,260)	
1989-90									
Income	\$4,071,348	\$4,082,347	\$1,227,274	\$1,019,911	\$737,724	\$273,866	\$268,422	\$102,174	
Expense	4,168,119	3,681,375	1,321,843	1,000,076	671,530	\$296,866	294,291	132,029	
Profit (loss)	\$ (96,771)	\$ 400,972	\$ (94,569)	\$ 19,835	\$ 66,194	\$(23,000)	\$(25,869)	\$(29,855)	
1988-89									
Income	\$4,018,354	\$3,910,009	\$1,176,492	\$1,051,388	\$731,729	\$306,533	\$279,274	\$107,478	
Expense	4,017,608	3,748,909	1,266,128	982,515	633,528	308,437	268,120	122,561	
Profit (loss)	\$ 746	\$ 161,100	\$ (89,636)	\$ 68,873	\$ 98,201	\$ (1,904)	\$ 11,154	\$(15,083)	

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

18 PRICE COMPARISON TO PRIVATE INDUSTRY

Price comparisons are included to demonstrate Central Services' compliance with Colorado Revised Statutes 24-30-1108(3) which states: The director of central services shall have a pricing policy of remaining competitive with or at a lower rate than private industry in the operation of any service function which he establishes.

To verify the objectivity of the surveys, a private firm conducts the price comparisons survey every third year. The following price comparisons were conducted by Standage Market Research in February 1993. The report indicates that the lowest prices of the private sector vendors were an average of 53 percent higher than those of Central Services, which results in a savings to the State of \$10,298,047 on goods and services provided by Central Services. In addition, Central Collections' net return to the State from the collection of debts owed to the State increased \$1,425,000 last year. These savings result in a total benefit to the State of \$11,723,047.

FLEET MANAGEMENT

Five-Year Monthly Lease Comparison

The State Fleet Management Program leases and maintains vehicles for State agencies.

	<u>Central Services</u>	<u>Enterprise</u>	<u>Clesby</u>	<u>Leasing</u>	<u>Luby</u>	<u>Courtesy</u>
1/2 ton Pickup						
Monthly rate	\$158.00	\$250.00	\$300.00	\$243.26	\$245.00	\$259.31
Max miles	N/A	15,000	30,000	15,000	5,000	15,000
Mileage rate after max	None	.08	.15	.15	.08	.08-.10
Mid-size Car						
Monthly rate	\$177.00	\$245.00	\$325.00	\$230.99	\$215.00	\$267.03
Max miles	N/A	15,000	30,000	15,000	15,000	15,000
Mileage rate after max	None	.08	.15	.15	.08	.08-.10
S-10 Blazer						
Monthly rate	\$232.00	\$345.01	\$320+tax	\$343.29+tax	\$418.00	Ford Only
Max miles	N/A	15,000	15,000	15,000	15,000	Ford Only
Mileage rate after max	None	.08	.12	.10	.06	Ford Only
Discount for Volume						
Full-size						
Pickup	\$158.00	\$235.00	\$285.00	\$238.09	\$261.00	\$246.35
Mid-size						
Cars	\$177.00	\$230.00	\$310.00	\$225.02	\$235.00	\$254.08
S-10 Blazer	\$232.00	\$335.01	\$320+tax	\$337.89	\$375.00	Ford Only

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

STATE MOTOR POOL

The State Motor Pool rents late model cars. Customers may leave their personal vehicles in the Pool garage while using Motor Pool cars.

	<u>Central Services</u>	<u>Alamo</u>	<u>Budget</u>	<u>Avis</u>	<u>Advantage</u>	<u>Enterprise</u>	<u>Dollar</u>	<u>Hertz</u>
Daily Rate	\$17.00	\$32.99	\$49.89* \$46.89**	\$43.00	\$49.99* \$41.99**	\$36.99	\$35.99	\$46.99

Damage Waiver	None	\$11.99	\$11.95	\$12.00	\$9.99	\$8.99	\$9.95	\$12.99
---------------	------	---------	---------	---------	--------	--------	--------	---------

*indicates the price if no advance notice is given.
 **indicates the prices with a 3-day reservation.

	<u>Central Services</u>	<u>Alamo</u>	<u>Budget</u>	<u>Avis</u>	<u>Advantage</u>	<u>Enterprise</u>	<u>Dollar</u>	<u>Hertz</u>
Weekly Rate	\$85.00	\$152.00	\$279.89	\$229.00	\$209.99* \$199.99**	\$189.99	\$186.99	\$219.99

Damage Waiver	None	\$11.99	\$11.95	\$12.00	\$9.99	\$8.99	\$9.95	\$12.99
---------------	------	---------	---------	---------	--------	--------	--------	---------

*indicates price for no advance notice.
 **indicates price with 1-week notice.

Discount for Volume

	<u>Central Services</u>	<u>Alamo</u>	<u>Budget</u>	<u>Avis</u>	<u>Advantage</u>	<u>Enterprise</u>	<u>Dollar</u>	<u>Hertz</u>
Weekly Rate	\$85.00	\$139.00	\$184.50* \$ 30.75**	\$229.00	\$179.99	\$189.99	\$168.99	\$219.99

Damage Waiver	None	\$6.99	\$11.95	\$12.00	\$9.99	\$8.99	\$9.95	\$12.99
---------------	------	--------	---------	---------	--------	--------	--------	---------

*Cost for six days.
 **Cost for each additional day.

STATE GARAGE

The State Garage provides maintenance and repair service for all State vehicles.

	<u>Central Services</u>	<u>Adaph's</u>	<u>Rosen</u>	<u>Goodyear</u>	<u>Pra Jeep</u>
Garage Hourly Rate	\$32.00	\$48.00	\$51.00	\$49.00	\$49.00*

Discount for Volume	\$32.00	\$42.00	\$45.90	\$44.10	\$44.10
---------------------	---------	---------	---------	---------	---------

*\$43 maintenance work.

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

STATE PRINTING PLANT

Price comparisons were done for typical jobs of the various types that the Printing Plant performs.

	<u>Central Services</u>	<u>Accu-Type</u>	<u>Cottrell</u>	<u>C & M</u>	<u>McKissack</u>	<u>L.K.</u>	<u>Longe</u>
Job #1	\$288	\$1,119	\$724	*	\$614	\$802	\$834
Job #2	\$5,790	\$14,723	\$9,875	\$10,200	\$10,200	\$16,334	\$12,668
Job #3	\$471	*	\$3,518	\$604	\$1,248	\$5,980	*
Discount for Volume							
Job #1	\$288	\$1,007	\$724	*	*	\$454	\$499
Job #2	\$5,790	\$13,250	\$9,875	\$10,200	\$9,600	\$15,800	\$10,619
Job #3	\$481	*	\$3,518	\$604	\$998	\$5,280	*

MAIL SERVICES

Automated folding, inserting, and sealing—comparison based on a typical job.
Package Delivery

	<u>Central Services</u>	<u>City Exp</u>	<u>Concorde</u>	<u>On Time</u>
Downtown Area	\$4.50	\$19.00	\$37.50	\$16.80
Metro Area	\$11.75	\$36.00	\$72.50	\$29.40

Inserting

	<u>Central Services</u>	<u>Presart</u>	<u>Advantage</u>	<u>Affiliated</u>	<u>Hibbert</u>	<u>Data</u>	<u>Graphic Arts</u>
Quoted Price	\$273	\$700	\$540	\$1,120	\$2,720	\$600	\$382
Discount for Volume							
Quoted Price	\$273	\$700	\$540	\$500	\$2,040	\$500	\$382

STATE QUICK COPY SERVICE

The price comparison was on four typical jobs.

	<u>Central Services</u>	<u>Sir Speedy</u>	<u>Coin</u>	<u>Signal</u>	<u>Precise</u>	<u>Quick Print</u>
Job #1	\$13.00	\$21.00	\$28.00	\$25.00	\$25.00	\$30.00
Job #2	\$13.00	\$17.50	\$25.00	\$25.00	\$17.50	\$20.95
Job #3	\$1.14	\$1.75	\$3.00	\$2.20	\$4.00	\$2.42
Job #4	\$78.00	\$120.00	\$125.00	\$384.00	\$115.00	\$84.00

Discount for Volume

	<u>Central Services</u>	<u>Sir Speedy</u>	<u>Coin</u>	<u>Signal</u>	<u>Precise</u>	<u>Quick Print</u>
	\$.026	\$.032	\$.03	\$.05	\$.035	\$.06

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

MICROFILM CENTER

The price comparison was done on typical jobs that Microfilm Center perform.

	<u>Central Services</u>	<u>Data Films</u>	<u>Mtn. States</u>	<u>American</u>	<u>Data Plex</u>
Job #1	\$269.00	\$487.25	\$300.00	\$370.00	\$335.00
Job #2	\$1,999.00	\$3,103.50	\$2,014.40	\$2,700.00	\$2,280.00
Job #3	\$4,620.00	\$7,340.00	\$4,750.00	\$6,450.00	\$4,895.00
Job #4	\$2,265.00	\$2,950.00	\$2,390.00	\$2,920.00	\$2,275.00

Discount for Volume: Total volume included in the four jobs.

DESIGN CENTER

The comparison was done on three typical jobs.

	<u>Central Services</u>	<u>Heintz</u>	<u>Ligature</u>	<u>Lance</u>	<u>MGA</u>	<u>Design Den</u>	<u>Image</u>
Job #1	\$190	\$900	\$700-\$725	\$2,350	\$1,200	\$950	\$300
Job #2	\$150	\$400	\$550-\$575	\$750	\$500	\$300	\$200
Job #3	\$200	\$750	\$800-\$825	\$1,950	\$1,000	\$700	\$300

Discount for Volume

<u>Central Services</u>	<u>Heintz</u>	<u>Ligature</u>	<u>Lance</u>	<u>MGA</u>	<u>Design Den</u>	<u>Image</u>
N/A	N/A	N/A	N/A	N/A	N/A	N/A

COPIER SERVICES PROGRAM

Central Services makes convenience copier available to State agencies. Copiers are placed in conveniently accessible locations and are modified for general use by using an auditor counting device.

	<u>Central Services</u>	<u>Mines</u>	<u>National Parks</u>
Charge Back System?		Yes	Yes
Charge?	\$.033	\$.05	\$.04

CENTRAL COLLECTIONS

The competitive collection rates for the private sector collection agencies were determined from a competitive bid conducted by the Division of Purchasing.

<u>CENTRAL COLLECTIONS</u>	<u>ADJUST BUREAU</u>	<u>PROF CCC</u>	<u>MAB</u>	<u>BANCO</u>	<u>CCI</u>	<u>FINANCE</u>
22%	28%	30%	25%	28%	24%	30%

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

19 REVENUE PER FULL-TIME EQUIVALENT EMPLOYEE

Fiscal Year Ending June 30	TE	% Increase (Decrease)	Income From Operations*	% Increase (Decrease)	% Revenue per FTE	Increase (Decrease)
1991	135.0	-0-	\$12,816,979	8.6	\$ 94,940	8.6
1992	139.0	2.9	\$15,656,065	22.2	\$112,633	18.6
1993	136.3	(1.9)	\$19,430,279	21.7	\$142,555	26.6

* Taken from Annual Profit and Loss Statement for Overall Division Operations. Intersectional sales have been eliminated at cost, as have motor vehicle auction sales.

20 DIVISION OF CENTRAL SERVICES
STATE OF COLORADO
IMPUTED TAXES AND FEES
FOR THE FISCAL YEAR ENDED JUNE 30, 1993

The Division is required in section 24-30-1109(1)(g), C.R.S., to report the imputed cost of State of Colorado governmental fees and taxes, excluding income taxes. The purpose of this measure is to determine how much additional revenue would have been forthcoming to the State if the State did not have Central Services as its service provider, but rather, purchased services on the State economy.¹ Only fees and taxes that impact State revenues are included. Those revenues distributed to local governments are omitted for this reason.

TAX	C.R.S.		LIABILITY
Sales Tax ²	39-26-106	(\$787,087 x 3%)	\$23,612.61
Gasoline Tax ³	39-27-102	(10,914 gal. x .22	2,401.08
Specific Ownership Tax (vehicle registration) ⁴	(1) 42-3-106(24) (2) 42-3-123(4)(b)	(75 vehicles x .50) 2,304.20	37.50
Special Fuel Excise Tax ⁵	39-27-202(5)(a)	(3 vehicles x \$70)	210.00
TAX	C.R.S.		LIABILITY
Colorado Business Regulation	39-26-103		\$ 58.00
*Certificate of Incorporation	7-10-104		5.00
*Filing Articles of Incorporation	7-10-104		50.00
*Application to reserve corp. name	7-10-104		10.00

TOTAL IMPUTED FEES & TAXES \$28,688.39

* One-time fees deemed to have been required on the effective date of section 24-30-1109(1)(g), C.R.S., April 20, 1991. Updates of Articles of Incorporation are required every two years. The filing fee is \$25.

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

- 1 We deem this section to refer exclusively to State of Colorado fees and taxes because no other level of government is identified as is the General Assembly's usual procedure when referring to non-State levels of government in statute. Taxes reflected in the table are not prorated. Figures reflect estimated payments that would have been made to the State during the period of this report had an actual tax liability existed. Revenue distributions to non-State entities such as local governments are not included.
- 2 SALES TAX. Overwhelmingly, the Division's purchases are for resale and, as such, are not subject to sales tax levied under section 39-26-106, C.R.S. Only items purchased for the Division's use are taxable. The State's portion of sales tax is 3 percent. Taxable purchases amounted to \$787,087.00.
- 3 GASOLINE TAX. Under provisions of section 39-27-102, C.R.S. gasoline purchases for cars leased to State agencies suffer no tax liability because the final consumer is State government. Only gasoline consumption internal to Division operations is, therefore, counted for purposes of imputed tax calculations. Gasoline is taxed by the State at the rate of 22 cents per gallon. During the period of this report, 10,914 gallons of gasoline were used internally.
- 4 SPECIAL OWNERSHIP TAX. The provisions of section 42-3-103(1) and (2), C.R.S. exempt property leased by agencies of the State of Colorado from payment of the annual specific ownership tax imposed by the Colorado Constitution. Central Services' imputed tax liability, therefore, is only for those vehicles used by the Division and those assigned for purposes of short-term rental to the State Motor Pool.
 - (1) Motor vehicles are subject to taxes under provisions of 42-3-102(1). Section 42-3-106(24), C.R.S., requires transmittal to the Department of Treasury of fifty cents of each tax actually collected for credit to the special account created under section 42-1-210.1, C.R.S. We believe that only Motor Pool and Central Services' vehicles are subject to this provision. At the close of this reporting period, 75 vehicles were assigned to the Motor Pool and Central Services. The provisions of section 42-3-106(13.5)(a), (e), and (f) do not apply because the distribution of resultant revenues under C.R.S. 42-3-106(26)(b) makes fees and taxes collected under subsections (a), (e), and (f) local taxes. No distribution is provided the State.
 - (2) Registration fees—which result in the issuance of license plates—are prescribed in section 42-3-123(4)(b), C.R.S., and are based on manufacturer's published vehicle weight (see subparagraph (2) of section 42-3-123, C.R.S.).

61 Motor Pool vehicles	@ 2,800 lb. (\$10.60 each)	= \$646.60
11 Mail Services vans	@ 4,900 lb. (\$44.00 each)	= \$484.00
Quick Copy van	@ 4,900	= \$ 44.00
Division car	@ 2,800 lb. (\$221.00 each)	= \$ 10.60
Truck	@ 15,000 lb.	<u>= \$221.00</u>
		<u>\$1,406.20</u>

The following additional registration fees are added to the above fees for each vehicle pursuant to provisions of section 42-3-123(4)(b)(II)(A), (B), and (C), C.R.S.

Motor vehicles less than 7 years old	\$12.00 (74 vehicles)	= \$888.00
Motor vehicles 7 to 10 years old	\$10.00 (1 vehicle)	= \$ 10.00
Motor vehicles 10 years and older	\$7.00	

TOTAL REGISTRATION FEE \$2,304.20

PART II, NOTES AND FINANCIAL STATEMENTS

The following fees are included in the registration fee.

<u>FEE</u>	<u>C.R.S.</u>	<u>COST/VEHICLE</u>
Motor vehicle emissions	42-3-123(23)(a)	\$.50
Automobile inspection	42-3-123(23)(b)	\$1.50
Emergency medical	42-3-123(25)	\$1.00

- 5 SPECIAL FUELS. Excise taxes on special fuels may be avoided by purchasing a sticker (\$70/vehicle under 10,000 lbs. gross) as prescribed in section 39-27-202(5)(a), C.R.S.

- 6 NONAPPLICABLE STATE TAXES. Unemployment Insurance under provisions of section 8-76-101 et seq., C.R.S and Workmen's Compensation insurance required by section 8-44-101, C.R.S. are not included as imputed taxes because the Division is currently liable for each. Likewise, telephone and telegraph, and gas and electric services taxes imposed by section 39-26-104, C.R.S. are also a current Division liability. General Property Tax is levied under provisions of section 39-1-104, C.R.S. on real and personal property. The levy of GPT taxes has not occurred since the November 2, 1992, passage of Amendment One (Colorado Constitution, Article 10, Section 20).

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

21 Notes to unit operation

Each of Central Services' operating units has its own accounting structure independent of that of other operating units. All work is charged to customers at established rates. All purchases of goods and services between Central Services' operating units are made at undiscounted rates. This includes the full cost of all materials, labor, and overhead for all services.

22 State Fleet Management

Principal operating location:
1001 East 62d Avenue, Denver (North Campus)
Manager: Ken Schulter
Telephone number: 287-6741
FAX: (303) 289-7421

State Fleet Management is composed of the following operating units and cost center:

- a. State Fleet Management
- b. State Motor Pool
- c. State Garage
- d. Gasoline Sales
- e. Support for State Motor Vehicle Advisory Council

Senate Bill 92-30 was signed by Governor Romer on June 1, 1992, and became effective July 1, 1992. It addresses two- and four-wheel drive trucks three-quarter ton and smaller and all passenger vehicles including cars, vans, and station wagons. Larger vehicles are not covered by the bill.

Some key points of the legislation include:

- Centralization of the State fleet under one agency.
- Adoption of uniform rules and regulations relating to Fleet usage.
- Transfer of custody of vehicle titles to State Fleet Management.
- Enrollment of all State vehicles in Fleet Management's maintenance and comprehensive and collision insurance programs.
- Overall reduction of the State fleet by a minimum of 10 percent.
- Sets standards for routine replacement of motor vehicles.
- Establishes requirement for a valid drivers license.
- Establishes rules for commuting in State-owned vehicles.

Although the *custody* of the vehicle titles was transferred to State Fleet Management, the *ownership* of the vehicles has not changed. Agency-owned vehicles have been leased back to the owning agency at a mileage rate only. No monthly fixed charges are assessed until the eventual replacement of the agencies' vehicles with vehicles acquired by State Fleet Management. As the agency-owned vehicles are disposed of, the proceeds from the sale go to the owning agency.

The mileage rates charged vary with the vehicle type and include all fuel, maintenance, and insurance, and overhead. Fleet Management pays for these costs and, in turn, bills the using agency through the COFRS system for the miles operated.

State vehicles can not be used for personal use. If a State-owned vehicle is used for commuting (driving between duty station and residence), such use must be authorized by the Executive Director (or College President) of the agency employing the driver and the State Fleet Manager. The employee must then reimburse the State via payroll deduction for the use of the vehicle. The vehicle may not be used for personal errands, even while commuting.

ACCOMPLISHMENTS

1st half of the Fiscal Year: State Fleet Management completed the following:

- (1) Enrolled approximately 3,000 vehicles in the SFM program.
- (2) Prepared & distributed approximately 3,000 driver's vehicle binders, 3,000 gasoline credit cards and 2,500 PHH maintenance authorization cards at meetings with 45 different agencies throughout the State.
- (3) Received and accounted for approximately 3,000 titles. These had to be compared with all existing data in our data base.
- (4) Collected and keyed in vehicle data and COFRS information on 3000 vehicles.
- (5) Distributed 2 SFM newsletters for drivers and agency coordinator to keep them informed.
- (6) Set up a network of 28 State-owned garages to repair State vehicles. All garages agreed to perform work based on an industry accepted flat rate manual and to bill SFM at a specified rate competitive with the private sector once per month. Distributed four Garage newsletters to keep shop foreman advised on SFM policies.

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

2nd half of the fiscal year: State Fleet Management employees completed the following:

- (1) Prepared field purchase orders for 688 new 1993 vehicles at a cost of \$9,003,798. Also accepted delivery of these vehicles, as well.
- (2) Accepted on our lot, or scheduled the sale, of approximately 1,000 vehicles turned in for the new 1993 model year vehicles or vehicles turned in as part of a 10% reduction.
- (3) Reassigned approx 125 vehicles for summer programs or long-term use.
- (4) Began processing and mailing out 5500 preprinted applications for registrations so that the entire State Fleet can have license plate stickers by 1/1/94 to meet Department of Revenue regulations.
- (5) Authorized and processed field purchase orders for tires, glass, and auto body repairs.
- (6) Approved and set up a data base of approximately 675 State drivers who use a State vehicle for commuting.
- (7) As part of Senate Bill 92-30 vehicle enrollments are up 148% from the previous fiscal year (See chart below - 5,285 vehicles versus 2,133 vehicles).
- (8) Received the results of a Department of Administration (DOA) survey where 93% of SFM customers rated SFM "above average or excellent". The score for the entire DOA was 84%.

COST SAVINGS BY PHH FLEET AMERICA

SFM, in cooperation with its maintenance management contractor for commercial vendor repairs, has saved the following money by declining to issue certain authorizations on unneeded repairs or by following up on warranty rights:

FY 89/90: \$14,386
 FY 90/91: \$12,097
 FY 91/92: \$18,000
 FY 92/93: \$48,416

SFM VEHICLES, INCOME, MILES AND COSTS

	ALL VEH IN SFM	INCOME FROM OPERA- -TIONS	ACTIV VEH IN MTN PROG ONLY	TOTAL YEARLY MILES FOR ACTIVE VEH IN MTN PROG	AVG MI FOR ACTIVE VEH IN MTN PROG	# of FTE IN SFM	# of VEH MANAGED PER FTE	FUEL & MTN COSTS FOR VEH IN MTN PROG	TOTAL COST FOR ACTIVE VEH IN MTN PROG
6/30/89	1558	\$3,679,370	1239	15,339,917	12,381	9.5	164	\$.0686	\$.2315
6/30/90	1839	\$3,727,744	1475	16,461,366	11,160	9.5	194	\$.0675	\$.2022
6/30/91	2131	\$4,412,565	1645	18,794,247	11,425	9.0	237	\$.0625	\$.1928
6/30/92	2133	\$5,505,214	1890	22,488,205	11,899	9.0	237	\$.0807	\$.2251
6/30/93	5285	\$8,848,744	5285	50,696,777	9,593*	12.5	423	\$.0977**	\$.1789***

* This figure is low for FY 92/93 because of the large numbers of vehicles that were enrolled mid-year. It will be higher next fiscal year when 12 months of data is available.
 ** This figure includes all types of State vehicles including trucks, buses, vans and Jeeps. Also, the average age of a State vehicle is 1987.
 *** This figure is low because the acquisition cost, such as depreciation and interest, are not included for agency-owned vehicles.

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

23 State Motor Pool

Principal operating location:
 1555 Sherman Street, Denver
 Manager: Jim Twark
 Telephone number: 866-3030

The State Motor Pool furnishes rental vehicles for short-term use by State government agencies. An average of 55 vehicles were assigned to the Motor Pool during FY 92/93. Motor Pool usage is beneficial to the State because it allows agencies to depend more on short term usage versus long term assignments. Short-term usage allows for a higher average mileage per year per vehicle.

COMPARISON FIGURES FOR STATE MOTOR POOL

	AVERAGE NUMBER OF VEHICLES/YEAR	TOTAL NUMBER OF MILES	AVERAGE MILES PER YEAR PER VEHICLE
FY 88/89	38	793,365	20,878
FY 89/90	42	854,889	20,355
FY 90/91	49	1,000,244	20,413
FY 91/92	54	1,094,358	20,100
FY 92/93	55	1,117,773	20,323

The Motor Pool has seen outstanding growth and utilization during the last three years. Please note the following:

- The Motor Pool fleet has increased by 45% in four years (38 → 55)
- The efficiency of the Motor Pool has stayed at reasonable levels (accounting for seasonality) in spite of the increase in vehicles.
- Miles driven are up by 31% in three years.
- Received the results of a Department of Administration (DOA) survey where 100% of Motor Pool customers rated the Motor Pool as "above average or excellent". The score for the entire DOA was 84%.

24 State Garage

Principal operating location:
 1001 East 62d Avenue, Denver (North Campus)
 Manager: Jim Twark
 Telephone number: 286-2511

The State Garage is located adjacent to the Fleet Management offices at 1001 East 62nd Avenue. Three technicians perform State emissions tests, preventive maintenance, diagnosis and repair work.

Outstanding Achievements:

- The State Garage replaced an office worker with an additional mechanic to help with the increased work associated with Senate Bill 92-30.
- Received the results of a Department of Administration (DOA) survey where 95% of State Garage customers rated the State Garage as "above average or excellent". The score for the entire DOA was 84%.
- The Garage made the following improvements in their operations during the period:
 - set up a "while-you-wait" lube service during morning hours.
 - installed three new, above-ground lifts in order to be more efficient.
 - paved and striped their parking lot.
 - began remodeling of the office and shop.
 - bought an AntiFreeze recycler and oil filter crusher.
 - started to issue loaner vehicles from the Garage rather than Fleet.
 - created and ordered PM reminder labels that attach to vehicle windshields.

COMPARISON FIGURES FOR STATE GARAGE

	\$ INCOME	INVOICES PROCESSED	CHARGE -ABLE HRS	# of FTE	EFFICIENCY MECH ANIC
FY 88/89	\$263,000	3190	4047 hrs	3	137%
FY 89/90	\$240,000	3740	3739 hrs	3	125%
FY 90/91	\$246,000	2980	3794 hrs	3.5	131%
FY 91/92	\$255,315	3185	3605 hrs	3.5	115%
FY 92/93	\$325,895	3680	4416 hrs	4.0	121%

25 Mail Services Section

Principal operating location:
 1525 Sherman Street, Basement
 Manager: Helen Nopens
 Telephone number: 866-3886

Mail Services provides State agencies with the expertise and equipment needed to process the variety of mailings which they produce. Services include postage application, inserting, folding, labeling, barcoding, and zip code presorting. Daily pickup and delivery of mail and materials are made on scheduled vehicle routes to metro offices and by walking messengers in the Capitol Complex. Incoming mail is sorted for delivery, or opened and processed before delivery, according to customer specifications. The integration of the delivery network and the sorting and mailing sections, produces a large volume of mail for zip code sorting and to process for mailing. The result is reduced postage expense, and efficient use of mailing equipment, which results in low costs to State mailers. In FY 1993, 13,500,000 pieces of outgoing mail were processed.

The Mail Services section is composed of five specialized work units:

- a. Interdepartmental
- b. Metering
- c. Dispatch
- d. Miscellaneous
- e. Manager's Office

Interdepartmental and USPS mail, as well as other materials, are sorted for delivery by the Interdepartmental unit, which also distributes mail and materials to Capitol Complex offices. Postage application and outgoing mail preparation are performed by the Metering Unit.

Incoming mail is picked up from post offices, then sorted and processed, by the Miscellaneous unit, before delivery. The Dispatch Unit provides scheduled vehicle pickup and delivery routes, and courier services.

Highlights of the year included the return of Mail Services and other State agencies to the State Services building in August 1992. The relocation provided the opportunity to develop space plans which would support the functions of the work units, project a professional image to customers, and provide a work environment which would encourage quality and productivity. Equipment was placed to facilitate mail processing. Two inserters, used for warrants, checks, and state mailings, were installed in a walled security area separated from the other mail processing operations. Areas were provided for sorting and staging for the delivery routes. Sorting bins and work

stations were purchased for all operations. A uniform color theme of blue and grey for equipment, uniforms, and vehicles, contributed to the professional image.

The specialized section, which sorts incoming mail, was moved from the Revenue Annex mail room. In FY93, all sections of Mail Services operated in the same work area.

A number of other agencies also relocated to 1525 Sherman in August. The moves required the modification of the walking messenger routes. A committee, with representatives from the major customers, negotiated delivery times and frequency.

Mailing services were expanded to include application of postal barcodes to the permit mailings processed for the Division of Employment, as well as the daily mail collected from State offices. A federal grant to the Division of Employment was used to purchase an OCR/Barcoding system. The system was installed in late August 1992, and became fully operational in November. Printed addresses are recognized by an optical character reader and matched to the national address database used by the postal system. Nondeliverable addresses are screened, and the barcodes applied reflect the correct addresses from the USPS database. The result is quicker delivery of State mail and a cost reduction of costs for nondeliverable mail. The barcoded mail is sorted by zip code and delivered to the USPS.

A Cheshire labeler was also acquired in FY93. Labels are created from addresses printed on wide-track computer paper. These labels are much less costly than adhesive labels and can be applied at a higher speed. This system reduced materials and processing costs for a service which is utilized daily to prepare mailings.

One focus of FY93 was to efficiently incorporate the new equipment into daily operations. This required training of employees, and changes in production, reporting, and billing procedures.

Another priority was to work with the mailers in order to increase their awareness of services offered and the advantages of designing their mailings for processing on automated equipment. Seminars were held with the major mailers. The sessions focused on the specific agency's mailings. Barcoding and labeling capabilities were promoted. Methods for integrating materials and printing options with the specifications of the equipment used to process them were discussed. A central theme was that the mailer and the processor benefit when mail processes quickly and at minimum cost.

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

A comprehensive booklet was completed and printed for distribution to customers. The booklet detailed mailing options, USPS, UPS, and Federal Express, and mail preparation services. The delivery system and the sorting and processing services for incoming mail were discussed. A specialized brochure was developed for the seminars, which communicated the postal requirements for automated mail and methods for processing mail to obtain postage discounts.

26 State Printing Plant

1001 E. 62nd Avenue
Denver, CO 80216
Manager: Bob O'Lear
Phone Number 287-8057

Another successful year of operation has occurred at the State Printing Plant for this fiscal year ending June 30, 1993. We have continued to support State agencies with top quality printing at a very competitive price and met their deadlines 97.6% of the time. We produced these accomplishments on 4,030 jobs which totaled 78,451,665 impressions and yielded \$1,380,119 of income. When you divide these last two numbers, you get a cost per impression of \$.0176, with the average cost per job of \$342.00.

Several factors have contributed to this successful year. The most important factor again was Total Quality Management. TQM and the involvement of our people, their commitment to doing the job right the first time, and meeting the deadlines for the agencies are the reasons for our success.

Another benchmark that we use to follow production is how much of the work is completed within five working days. This year's records indicate a range from 41% to 68%, with the average being 58%. We also keep track of missed deadlines, and this year the range was from .3% to 5.9% and the average is 2.4% missed. The positive reflection of this number is 97.6% of the deadlines are met or bettered.

The staffing level of State Printing remains the same at 19.5 FTE, which constitutes the sections of camera, press, bindery, administrative, and billing.

During this last fiscal year, we purchased a new 24-bin collator with on-line saddle stitch, fold, and trim. This is a programmable unit with sheet sizes from 8 1/2" x 11" to 11" x 17". It also has miss and double detection. We also

purchased our first full size folder with right angle and added attachments of perforation, score, and slit. This folder has continuous feed capabilities which can yield production speeds up to 20,000 sheets per hour. The purchase of this equipment will help us to continue to provide the highest quality printing for the best price possible and in the time frame that agencies are requesting the finished product.

27 Office Copier Management Program and Quick Copy Centers

Program headquarters:
225 East 16 Avenue, Suite 801, Denver
Manager: Paula Edwards
Telephone number: 894-4006

Quick Copy Centers

The Quick Copy Centers in metropolitan Denver provide convenient and economical reprographic services to other State agencies, bridging the gap between convenience copiers and the State Print Shop. The Centers offer collating, stapling, pickup and delivery at no additional cost.

A large digital quick copy machine capable of 600 d.p.i. was acquired. Since it scans in the originals, in the future we will be able to network other agencies through their personal computers.

We expanded our services by offering 11" x 17" copies and colored paper: blue, green, yellow, and pink. We also can do tape binding of booklets. Customer service is Quick Copy's number one priority.

Copier Management Program

The Copier Program provides quality copiers and supplies to the downtown State agencies and oversees the management of the State-wide copier rental contract. Currently, there are 189 copiers in 50 different locations downtown and over 1,200 copiers throughout the State. The present copier contract has been widely accepted by the outlying agencies, as well as many school districts and municipalities.

Central Services and the Copier Management Program remain committed to Recycle Colorado. We have increased our usage to four cases of recycled out of every ten cases purchased. As cost continues to drop, we will increase usage.

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

Because of growing interest, a color copier was acquired this year. During the year, several meetings were held with key operators, major users, and vendors to develop a bid for the copier contract. The bid was evaluated, and an award was made to Canon U.S.A. effective July 1, 1993.

28 Central Collections

Principal operating location:
225 East 16 Avenue, Room 555, Denver
Manager: Jon Goldstein

The Central Collection Service had an excellent year in Fiscal 1993. The section collected a total \$8,977,643 with the same number of FTE. This represented a 26% increase over the previous year. This included a gross increase in collections of \$1,849,581 over fiscal 1992.

The above totals demonstrated significant increases from all sources of income for our office. Our in-house collectors, private sector collection agencies, and our attorney all had significant increases in collections for fiscal 1993 as compared with fiscal 1992.

During the past fiscal year, Central Collections signed up two major clients, that now total over 30 new clients for our office.

One new set of clients is County Social Service departments for the collection of overpayments on Aid to Families with Dependent Children. So far, ten county departments have signed up with Central Collections, and we are actively collecting these debts.

The other major new client is State Judicial. They have "spread the word" that Central Collections can collect these debts. Although many courts were already clients of Central Collections, many had not referred debts. Now that has changed. We are getting new placements from many courts that heretofore had not referred. And, we are collecting those debts with quick turnaround.

Our other goals are as follows:

1. Add-on all collection fees to debts, rather than taking the fees out of the principal which is our current procedure. If approved by the Attorney General and the Department of Administration, this has the potential to save \$1,500,000 to \$2,000,000 per year for our State agency clients. We are hoping to receive this ruling by the end of 1993.
2. Continued refinement of client reporting. Currently, we have three monthly reports that are supplied to all of our clients. As concerns are raised by our clients, they are addressed and modifications in these reports result. Our goal is to serve the needs of the client, rather than having our client needs fit our reporting methods.
3. Modern transmission of debts. The target date for this goal is January 1995. That means that significant progress must take place during this fiscal year if we are to make this a reality. If we do, then there will be much faster referral of debts to our office, with fewer errors that are now associated with tape or manual debt referral.

The last three fiscal years have all been records for collections by Central Collections. Our projection for fiscal 1994 is no different. We expect a banner year for our office and our clients.

Central Collections, now with a new computer system, is projecting an increase in net collected dollars for the State of 10% over 1991. This is based on two factors. One, Senate Bill 140 will mandate that debts will be referred to our section much faster than ever before. According to the Department of Commerce, the faster debts are worked in terms of age, the more collectible they are.

The second factor suggesting a continuing increase in collections, is the implementation of our new computer system. We are now able to contact about 20 more debtors per day, per collector, than with the previous system. With this factor now operative, plus working debts that are fresher in age, Central Collections will set new collection records for fiscal 1994.

Our goal for fiscal 1994 is \$10,300,000, or growth of \$1,200,000 from the previous year. Also our office will be lowering our collection fee for our clients to 20%, down from 22%.

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

29 State Microform Services

Principal operating location:
1001 East 62d Avenue, Denver
Manager: Jon Goldstein
Telephone number: 286-8521

Our total volume for all clients approached 15,500,000 images. This includes rotary, planetary filming, using 16mm and 35mm film. We also had a record in our jacket loading. We produced a total of over 17,000 jackets for a variety of clients.

Our largest client, the Department of Revenue, expressed great satisfaction with our quality and turnaround for the project. In fact, they approved a significant price increase that will go into effect July 1, 1993.

During this fiscal year, Jon Goldstein once again resumed managerial duties for the Center. Jon oversaw total gross income of \$487,389.33, for an average monthly income of \$40,653.28.

Jon spent a portion of this time further investigating optical imaging technology. Part of this was serving on an Imaging task force for the Department of Transportation. Another aspect of this investigation occurred in concert with the Secretary of State. An idea was offered for an "Area wide imaging network," which would be operated by Secretary of State, with Microfilm providing service bureau scanning for State agencies that want to migrate to this technology for document storage and retrieval.

At this time, a study is being considered by the Office of Planning and Budgeting to measure the feasibility of such a network. Depending on the outcome of this study, Microfilm may be in the optical business by Fiscal 1995.

Other accomplishments in 1993 were the continuance of filming for the Department of Health and the Colorado Historical Society. These two clients have continued their usage of the Microfilm Center as their contractor.

30 Design Center

Principal operating location:
225 East 16 Avenue, Suite 801
Denver, CO 80203
Manager: J.J. Jackson
Telephone number: 866-3874

The Design Center offers comprehensive commercial art services including graphic design, computer graphics, electronic publishing, and typesetting (laser output) to State agencies, federal, and local governments.

During FY 92-93, we moved our offices from 110 East 16 Street to our present location. We are using the latest technology, in both software and hardware, to produce publications and graphics to meet the needs of our customers. By using agencies' programs from their IBM, IBM compatible, or Macintosh computers, we convert their text to typeset quality through our Linotronic Imagesetter which results in savings to the state.

Our performance efficiency rating leveled out at 89.5%, up from 88% in FY 89-90 and down from 91% in 90-91, and 94% in FY 91-92. This was due to the move, a training curve of two new designers, and upgrade of software.

We still offer our laser output (typesetting) service. We can output from most software packages using PostScript.

The Design Center, along with the Print Shop and Mail Services, formed a TQM team in FY 91-92 to work on customer complaints and internal problems. As a direct result of this team, a new form was implemented, new procedures are being followed, fewer mistakes are being made, and the turnaround time has been reduced. This TQM team is continually working on customer satisfaction.

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

31 North Campus

“North Campus” is an accounting classification that reflects rental income and offsetting expenses from State-owned property located at 1001 East 62 Avenue, Denver. Central Services acts as the host organization to several tenant organizations. As of the end of the fiscal year, the Department of Revenue and the Department of Labor and Employment maintained units at North Campus. State Printing, Fleet Management Program, and State Microfilm Center are among the operations housed at the North Campus. The Division of Central Services assumed responsibility for the facility as of December 1, 1985. Responsibility for day-to-day management of North Campus during this reporting period rested with the Printing Plant Manager, Bob O’Lear. Two FTE maintenance employees are assigned to this location.

32 Statewide Travel Management Program

Principal operating location:
225 East 16 Avenue, Rm 800
Denver, CO 80203
Manager: Norman B. Wilson
Telephone: (303) 866-3970

The Statewide Travel Management Program passed two milestones. First, the program obtained discount airfares for its major city-pair routes. Second, the General Assembly passed legislation that created the program in statute.

In Fiscal Year 1992-93, the program continued with contract rates for both in-state and out-of-state hotels and car rentals. Total travel spending for the State amounted to \$34 million with \$12.1 million in airfares. Given the price agreements, estimated annual savings are projected as \$3,000,000 on air spending and \$2,000,000 for car rentals, hotels, travel agency service fees, and savings derived from use of the travel card.

With the actual employment of the State Travel Coordinator, these contracts and those with travel agencies and the travel card provider received more service and better information and customer training. As a result, the program could more quickly process rebates from travel agencies and better compile its comprehensive travel management data base.

Fortunately, Diners Club has used the Statewide Travel Management Program as a test bed for a corporate initiative, the Travel and Entertainment Analyzer, a computer information management system. The program has continued to enjoy the support of State employees with Diners Club

cards in circulation increasing by 800 cards to 6,600 at year end.

With the passage of Senate Bill 250, the program gained legislative status. The legislation clarifies the authority of the program, and requires the program to establish reporting requirements and management controls. The program must also publish rules regarding its operation. The legislation greatly enhances the authority of the program and demonstrates the determination of the General Assembly to bring comprehensive management to the State’s travel spending.

33 Miscellaneous Services

Miscellaneous Services includes the operations of the I.D. Program, State of Colorado Telephone Directory, and the “Organization of State Government in Colorado” chart. All miscellaneous services operate out of Division headquarters.

34 Major Equipment Inventory

Major equipment inventory information is published in this annual report pursuant to Colorado Revised Statute 24-30-1109(1)(c). It is intended to show the nature and scope of Central Services' productive capacity. Equipment reflected here is therefore listed without regard to its ownership status.

ADMINISTRATIVE CLERICAL SECTION

POLAROID ID3 MODEL 703 CAMERA
 SHEET FEEDER SN115705250SF
 MSP 15E 132-COLUMN PRINTER
 MSP 15E 132-COLUMN PRINTER
 CANON 100 FILTER RECORDER CAMERA
 AMDEK EXTERNAL LASERDRIVE
 IBM PROPRINTER XL
 ASYNC SERIAL INTERFACE
 8K PRINTER BUFFER
 IBM PS/2 MODEL 55SX-031
 IBM PS/2 MODEL 50-031
 IBM PS/2 5.25" EXT. DISK DRIVE
 IBM PS/2 14" COLOR MONITOR

STATE PRINT SHOP

MBO PAPER FOLDER WITH RIGHT ANGLE
 ATTACHMENT
 A B DICK 22 STATION COLLATOR STACKER, STITCHER,
 FOLDER, FACT TRIMMER
 SYSTEM 7 OFFSET PRESS WITH ON-LINE CAMERA AND
 ON-LINE SORTER
 DIDDE 17" OFFSET WEB PRESS
 MULTIGRAPHICS 1962 2-COLOR OFFSET PRESS
 DS CP 404 11 PLATE MAKER
 714 BAUMFOLDER SN83F029
 DCS 260D CAMERA W/FLASH LAMP COPY B
 BROWN PLATE MAKER
 DENSITOMETER
 SINK DEV TEMP CON BRN 30377/378
 TABLE PRECISION LINE UP NU-ARC
 NU-ARC MODEL RR41F
 LIGHT INTRIGRATOR
 BOURG COLLATOR
 #521000456 ST581001099
 COLLATOR 1412 004327
 P-23 PERFOR, SLITTER, SCORER, SN9800510
 VELOBID PUNCH/BIND #323 SN325167
 CHALLENGER PAPER CUTTER 26"
 BOS STITCHER
 MODEL 323 VELO BIND PUNCH
 BOURG STITCHER, FOLDER, COLLATOR
 STANDARD BOURG TRIMMER

16" GBC ELECTRIC PUNCH
 NYDRENDAHL PERFORATOR SNJ-74-15-104
 COLLATOR 1546002763 ST. FOLD ROTO 50
 CHALLENGE CUTTER 35"
 2850 PRESS SORT FEED SN384737
 PACK FEEDER 2850 OFFSET PRESS
 13650 COLO HEAD FOR 360CD SN862694ACA
 POWDER SPRAY SYS SN12850435
 67 SORT/TOWER MODULES/INTERFACE
 SOLNA OFFSET PRESS MODEL 125 #12207
 DAVIDSON 702 PERFECTOR OFFSET PRESS
 ROTARY SLITTER SN88676706
 DVP LISTING
 360CD OFFSET PRESS #11484
 AB DICK 360T
 360T W/NUM ATTACHMENT SN13512
 SYS 6W/ELEC CAM, OFFSET ONLISORT
 CARLSON REGISTER SYSTEM
 BOURG FOLDER SN551000755
 BOURG TRIMMER SN200518
 NUMBERING HEADS
 1250 MULTILITH OFFSET PRESS SN383261
 1250 MULTILITH OFFSET PRESS SN383263
 1250 MULTILITH OFFSET PRESS SN948176
 PLATE PROCESSOR
 A/T COMPUTER

DESIGN CENTER

CAL COMP COLOR MAST THERMAN PRINTER
 QPM PHOTOMAKER SNSD628714
 RC PROCESSOR 20 AMP SN11006
 TYPESETTER G1610 D/F W/STAND SN65001
 GPM VIDEOSHOW 160 SN16002K46
 MDR 12110 MULTIDISK READER
 KROY LETTERING MACHINE
 HYDROLIC LIGHT DRAFT TABLE
 THERMOFAX
 6 FLAT FILES
 THERMOFAX SN285126
 3114 RC PROCESSOR W/DRYER

STATE MICROFILM SERVICES

42X LENS, PLATEN, MASK
 3M CAMERA M 41906 SN304007
 RELIANT 800 16MM ROTARY CAMERA
 F 10 PROCESSOR
 #9000054 MAGAZINE
 22E READER 24X ROTATION
 105MM SILVER FICHE DUPLICATOR
 COPYBOARD
 500 LM READER-PRINTER SNDR17112
 DX 35MM PRINTER
 EXTEC CAMERA

APPENDIX

RECON KODAK MCG FILM UNIT SNN1634
 MICRO FILE MACHINE SN15595
 3M-3401 MICROFILM CAMERA
 FILM READER MOBIL 1600
 RECORDAK - R750
 PROCESSOR/KODAK PRO STAR 11
 CPU CONFG W/KEYBOARD & MONITOR
 MICROFILM DUPL SN4CO365
 42X LENS PLATEN MASK
 DIAZO DUPLICATOR
 INSPECTION TABLE
 EXTEK 3100 POSI DUPLICATOR
 GAF 16/35 ROLLFILM DUPLICATOR MACHINE
 MACBETH TD 500
 2 JACKET READER FILLERS
 MICROFILM CAMERA MRK-1
 RCORDAK MRD 2 CAMERA
 CANON 100 RECORDER CAMERA

QUICK COPY CENTERS

XEROX 5775, 054-014036
 DOCUTECH W11, 031490
 XEROX 9900, 920-305153
 XEROX 5090, W81-078688
 XEROX 5090, W81-082847

STATE MOTOR POOL

TIRE MACHINE
 PRESSURIZED WASHER
 10,000 GALLON GAS TANK # PUMP
 PUNCH ELEC EMBOS MACHINE SNC01157
 GASBOY AUTO FUEL SYSTEM
 LNC AIR END LIFT
 TOOL BOX SNAP-ON
 COMPUTER WHEEL BALANCER (SNAP ON)

STATE GARAGE

LATHE AMMCO 4000 & 2400 BENCH
 AIR COMPRESSOR
 COMPUTER WHEEL
 COMPUTER WHEEL BALANCER WB 230
 1.6-TON CAP AIR OPER END LFT WALK
 HOT WATER HIGH PRESSURE CLEANER
 EXHAUST ANALYZER HMLTON MDL#CVI
 AUTOMATIC TIRE CHANGER SN111-50-801
 2 ELECTRIC DRILLS
 ASSORTED SHOP MANUALS 15-TON HYDRAULIC LIFT
 HYDRAULIC PRESS
 12-DRAWER ROLL CABINET (CRAFTSMAN)
 20 ASST SCKT STS MET/STNDRD
 TOOL BOX SNAP-ON

FLEET MANAGEMENT PROGRAM

AT&T CPU #0109314 KEYBOARD SN1682932
 6300 PC MICRO W/384 RAM SN0201206
 AT&T CPU SN236261 KEYBOARD MONITOR
 BILLING MODULE
 PREVENTIVE MAINT MOD
 PRINTER SHARING W/BUFFER SNMB0721
 BACKUP HARD DRIVE FR SUNOL SYS
 BILLING MODULE
 PC, KEYBOARD MONITOR
 PC, MONITOR KEYBOARD
 MODI TO CUSTOMIZE SOFTWARE
 CREDIT CARD MACHINE
 MATH CO-PROCESSOR
 AT&T CPU KEYBOARD COLOR MONITOR
 AT&T CPU KEYBOARD COLOR MONITOR
 2 BILLING MODULES
 BACKUP HARD DRIVE FOR SUNOL SYS
 UTILIZATION MODULE
 QUADLASER PRINTER MODEL LS 1100
 IBM DMA MX 4
 AT&T CPU KEYBOARD & MONITOR
 PRINTER SHARING W/BUFFER SNMB0721
 COMPUTER MONITOR KEYBOARD
 BILLING MODULE
 AT&T CPU KEYBOARD COLOR MONITOR
 6300 PC MICRO W/512K RAM SN0120242
 MATH CO-PROCESSOR
 CREDIT CARD MACHINE
 ELECTRO TEL PH SYS AMOR, 04, 06
 COMPUTER MONITOR
 6300 PC MICTO 2/384K RAM SN0201274
 CREDIT CARD MACHINE
 AT&T CPU KEYBOARD COLOR MONITOR
 BILLING MODULE
 2 EACH IBM DMA BOARDS 34/26 PIN AD
 1 SUB-COMPACT
 28 COMPACT PASSENGER SEDANS
 578 MIDSIZE PASSENGER SEDANS
 34 FULLSIZE PASSENGER SEDANS
 260 PICKUP TRUCKS 1/2 AND 3/4 TON
 122 PASSENGER VANS
 81 CARGO VANS
 7 HIGH CUBE VANS
 1 BUS, 31 TO 50 PASSENGER
 1 FLATBED TRUCK, 1 TON
 LOCAL AREA NETWORK SYSTEM
 IBM DMA BOARD 34/26 PIN AD
 IBM DMA BOARD 34/26 PIN AD

APPENDIX

MAIL SERVICES SECTION

PTI BARCODE/SORTER
 PROTOLD FOLDER
 CHESHIRE LABELER
 PB MAIL MGT SYSTEM
 METERING MACHINE PB 6100
 SEALER MAIL MACHINE
 PB 1860 FOLDER SN5165
 714 FOLDER SN 83J-143
 FRIEDEN ELECTR SCALE SN871072006
 6100 MAIL MACHINE 043521
 ELECTRONIC SCALE MDL5890 SN7020
 ELECTRONIC SCALE MDL5890 SN8151
 METERING MACHINE 5655 SN4320
 METERING MACHINE 5655 SN4322
 6100 MAIL MACHINE SN043753
 LIBRA ELECTRONIC POSTAGE SCALE 24 LBS
 2 PCS/7 MINI-PACS/2PRNTRS/1SCALE
 ELECTRONIC SCALE MDL5890 SN2874
 ELECTRONIC SCALE MDL5890 SN7015
 PB 1800 FOLDER SN32885
 PB INSERTER MAX
 PB 1861 FOLDER SN13331
 PRINTER DI 3100 SN020641 W/MANUAL
 2 AUTOMECHA LABELER/ACCUFAST 1
 ABE PERFORATOR SN50044
 CONVEYER BELT
 SORT MODULE
 METER HEAD MODULE RTPG-1 S0581
 FOLDER MDL 18208 SN045070
 FOLDER MDL 18208 SN045037
 6 IBM PC CLONES

COLLECTIONS

PRINTER SN001367
 NCR ADDS MENTOR 7000 MODEL 5/30
 PICK OS - 40 PORT
 CUBS COLLECTOR SYSTEM
 6 286 PERSONAL COMPUTERS (IBM CLONES)

DIVISION OF CENTRAL SERVICES

APPENDIX

35 Personnel Inventory

This chart satisfies the requirements of Colorado Revised Statute 24-30-1109(1)(c) to report Central Services' personnel inventory. Totals are reported in terms of full-time equivalent employees (FTEs) as of the last day of Fiscal Year 1992-1993.

NAME	CLASS TITLE
Abad, Theodore	Sr Administrative Clerk
Acedo, Nancy	Clerical Supervisor II
Adkins, Penny	Administrative Officer I-B
Bainton, Thomas	Sr Administrative Clerk
Bales, Nanette	Sr Micrographic Tech
Barefield, Robert	Administrative Clerk
Baskin, Barbara	Accounting Tech IV
Bauer, Mechthilde	Accounting Tech I-B
Bernard, Carolyn	Micrographic Tech A
Bixenmann, Mary	Clerical Assistant A
Brockert, Barbara	Administrative Clerk
Bryson, Cheri	Sr Duplicating Equip Operator
Burch, Nancy	Clerical Supervisor III
Byrd, Judy	Micrographic Tech B
Carlen, Shirley	Sr Administrative Clerk
Carrillo, Brenda	Staff Assistant I
Carrillo, David	Duplicating Equip Operator I
Castro, Andrew	Administrative Clerk
Chavez, Phyllis	Bindery Equip Operator B
Chavez, Wendy	Administrative Clerk
Christenson, Joseph	Printer II
Ciminelli, Rick	Graphic Designer A
Cisneros, Patty	Supv Micrographic Tech
Cook, Karen	Clerical Supervisor II
Cole, Edward	Micrographic Tech A
DeGrange, Michael	Administrative Clerk
Dickerson, Paul	Printing Plant Supv I
Dixon, Diana	Printer II
Dobrinich, Laurie	Staff Assistant I
Dobrinich, Linda	Administrative Officer I-B
Dorrance Sr, Carlos	Clerical Assistant C
Douglas, Tonya	Sr Duplicating Equip Opr
Edwards, Paula	Administrative Officer II
Eldredge, Frank	Graphic Design Tech A
Evans-Fernandez, Elizabeth	Sr Duplicating Equip Opr
Freeman, Bonnie	Collections Repr B
Freeman, Carmen	Administrative Clerk
Freeman, Gordon	Automotive Service Worker
Giovanni, Robert	Automotive & Equip Mechanic
Goldstein, Jon	Administrative Officer II
Gramadzki, Robert	Automotive & Maint Worker
Grawn, Forrest	Collections Repr B
Green, Rhonda	Administrative Clerk
Gunderson, Albert	Printer II
Gutierrez, Irene	Staff Assistant II
Hampton, Jeffrey	Collections Repr B
Hausauer, Kenneth	Information Equip Spec C
Helm, John	Clerical Assistant C
Higgenbotham, Marcella	Micrographic Tech A
Holmes, Stuart	Collections Repr B
Jackson Jr, James	Design/Art Director
Jackson, Juan	Vehicle Driver
Jimenez, Shirley	Administrative Clerk

Keene, Jack
Kellems, Eleanor
Krause, Richard
Lafferty, Michael
Lee, Wayne
Lewis, Marcella
Maestas, Henry
Maxwell, Lois
McClanahan, Eugene
McKie, Leland
Nguyen, Hanh
Nopens, Helen
O'Lear, Robert
Otero Jr, Orlando
Pearl, Dennis
Perea, Raquel
Phelps, Abraham
Pistora, Byron
Pletcher, Jeanne
Pummell, Judi
Quinones, Ruth
Quintana, Rosalie
Ray, Barbara
Rayner, Michael
Renville, Scott
Rodriguez, Jessie
Romero, Joseph
Romero, Karen
Romero, Robert
Roybal, Rhonda
Ryan, Lawrence
Sanders, Esther
Saulton, Jacqueline
Schley, Robert
Schrambeck, James
Schroeder, Richard
Schulter, Kenneth
Seiler Jr, Robert
Sharp, Cecil
Sisneros, Denise
Slane, Steven
Steelman, Stacy
Stempien, Paul
Stephens, Theresa
St Peter, Michael
Tanguma, Albert
Taylor, Michael
Thomas III, Gilbert
Thorsden Jr, Donald
Tillson, Terrence
Trujillo, Freddie
Trujillo, Lucy
Trujillo, Victoria
Twark, James
Valdez, Anne
Vigil, Laura
Vigil, Pete
Whitehurst, John
Wilkerson, Leta
Wilkerson, Marc
Wilkerson, Stephen
Wilson, Norman
Wimbs, Charleston
Zeida, Gerry
Zimmer, Erin

Division Director
Printer IV
Vehicle Driver
Administrative Officer II
Vehicle Driver
Information Equip Opr B
Printer III
Bindery Equip Opr B
Sr Administrative Clerk
Micrographic Tech A
Printer II
Administrative Officer II
Printing Plant Manager
Automotive Shop Supv
Collections Repr B
Clerical Assistant C
Vehicle Driver
Collections Repr B
Data Entry Operator B
Clerical Supervisor III
Clerical Assistant C
Staff Assistant I
Micrographic Tech B
Custodian B
Staff Assistant I
Sr Administrative Clerk
Micrographic Tech A
Sr Bindery Equip Operator
Printer III
Storekeeper A
Clerical Supervisor III
Micrographic Tech B
Micrographic Tech A
Automotive Mechanic
Sr Maintenance Mechanic
Collections Repr B
Program Administrator I
Printer II
Vehicle Driver
Sr Administrative Clerk
Graphic Designer B
Clerical Assistant C
Administrative Officer II
Clerical Assistant B
Principle Graphic Designer
Printer III
Collections Repr B
Clerical Supervisor III
Sr Administrative Clerk
Vehicle Driver
Clerical Supervisor II
Clerical Assistant C
Staff Assistant I
Administrative Officer II
Administrative Clerk
Micrographic Tech A
Printer II
Prin Bindery Equip Operator
Sr Administrative Clerk
Printer IV
Bindery Equip Operator B
Administrative Officer II
Vehicle Driver
Clerical Assistant C
Clerical Assistant C

RECEIVED

OCT 3 1994

COLORADO STATE LIBRARY
State Publications Library