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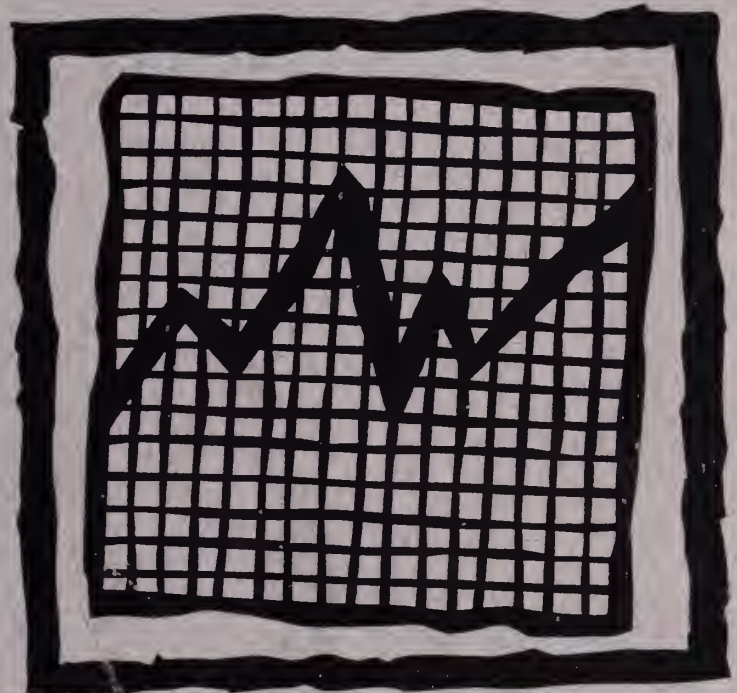
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The 1994 Annual Report of the Division of Central Services

Department of Administration



Fiscal Year 1993-1994 ended June 30, 1994

Jack E. Keene, Director of Central Services

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

The 1994 Annual Report of the Division of Central Services
Department of Administration

Fiscal Year 1993-1994 ended June 30, 1994

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, 1994

Division of Central Services
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DIVISION OF CENTRAL SERVICES
DIRECTOR'S MESSAGE

Fiscal Year 1993-1994 was a very successful year for the Division. The Division had revenues of \$22,670,919 that resulted in a favorable year end position. During the year, the Division's operations saved the State approximately \$17,231,152.

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 forty-three Quality Improvement Projects, making the Division a leader in its pursuit of quality.

Several highlights of the past year indicate the activities of a busy year. The State Fleet Management continued to implement SB92-40, which provides for the consolidation of the management of all State vehicles.

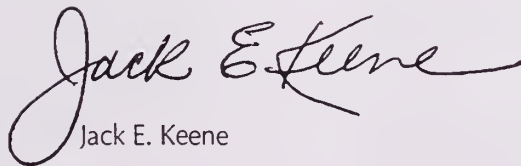
The Statewide Travel Management Program continued to implement SB93-250. Travel rules were developed and adopted. Policies were changed to permit cash advances from automated teller machines. During the year usage of the program grew by 15 percent.

In Mail Services, the barcoding system processed more than six million pieces of letter mail. The mail management system and the billing module were revised and expanded. More than 2 million pieces were processed on the Moore Self-Mailer.

Central Collections had an excellent year. The section collected a total of \$10,435,866. This represents a 14 percent increase over the previous year. The increase in dollars collected was \$1,458,223.

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 challenge 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, 1994



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 1993-1994.

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 Statewide Travel Management Program, 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 Statewide Travel Management Program, 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.

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 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.

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 Representatives, and they are also prominently displayed in work areas.

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 Quality Council received and implemented 29 Quality Improvement Proposals. They sponsored 24 TQM teams, and Fleet Management conducted five teams. The units also completed 19 Quality Improvement Projects.

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

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

During the year, Central Services had 136.3 full-time Equivalent (FTE) employees on board. Minority status is claimed by 43 employees, or 31 percent, of that number; 20 employees are female and 23 male. It should be noted that the 31 percent minority status of this division exceeds the demographic distribution of minorities in the State's total population. A listing of all employees as of the date of this report and their job skill classifications is included in the appendix of this report.

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).

At times, the limitation of the authorized spending authority by the General Assembly has resulted in the Division's inability to meet State agencies' needs for services because of unanticipated increases during the fiscal year in the cost of goods, such as paper, postage, automobiles, gasoline, repair services, and microfilm supplies.

Therefore the Division intends to request that the General Assembly amend its statute so that, "When the cost of goods sold by the Division of Central Services, including but not limited to the cost of paper, postage, and gasoline, increase unexpectedly during a fiscal year, the Division of Central Services is authorized to expend cash exempt funds beyond the appropriation contained in the annual appropriation bill to the degree necessary to meet the service needs of State agencies. Such expenditures shall be reported in advance to the State Controller, the State Office of Planning and Budgeting, and the Legislative Joint Budget Committee."

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 1993-1994, the Division's operations saved the State approximately \$7,288,223*. Several sources contributed to these savings.

State Fleet Management saved the State \$103,466 through the vehicle repair authorization program.

Savings from Mail Services operations, for FY 1993, included \$180,000 through the utilization of a "self-mailer system," \$44,000 through improved barcoding, and an additional \$32,000 was saved by not having to pay a vendor to barcode those pieces of mail.

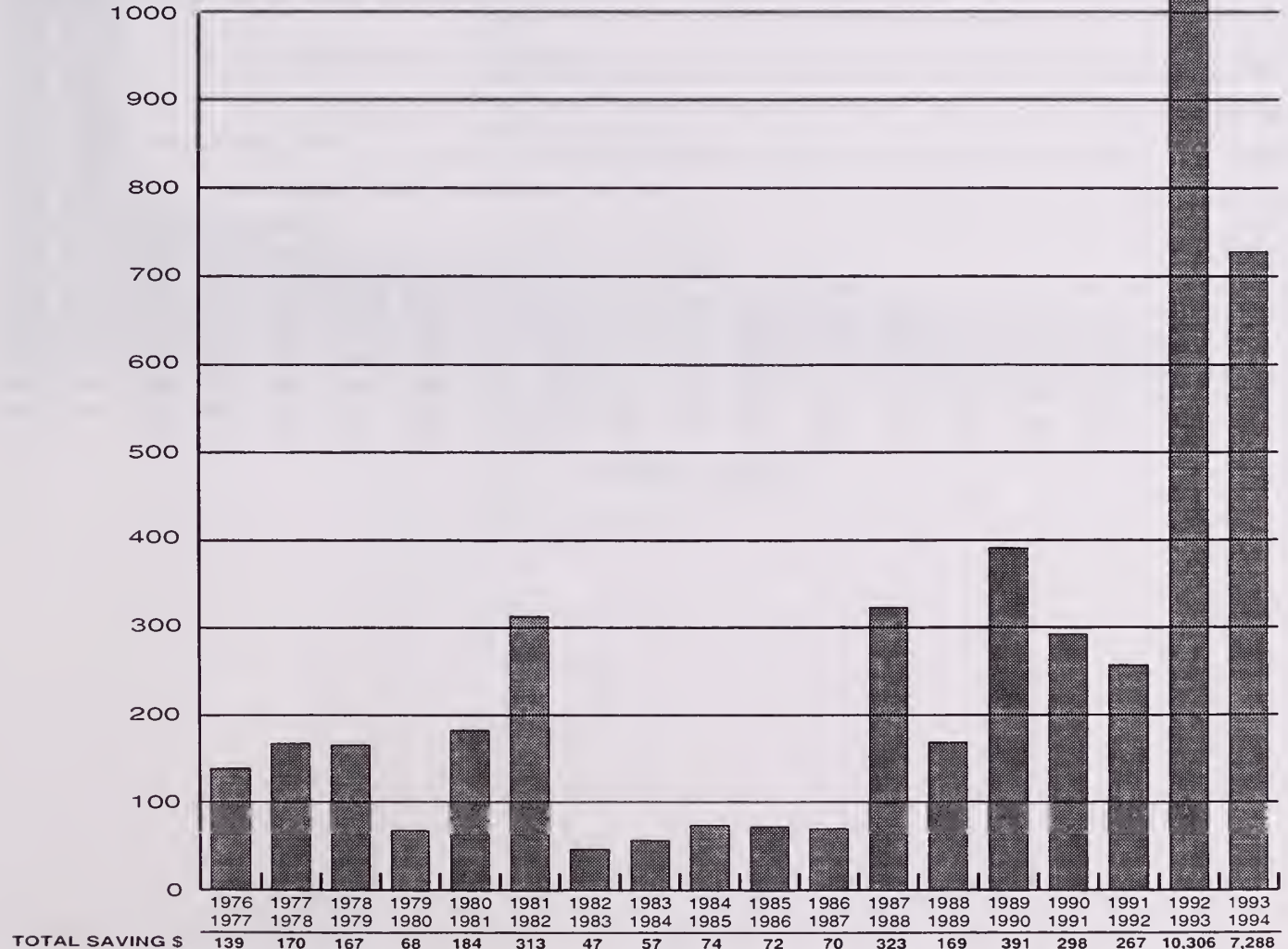
The State Travel Management Program saved the State \$4,800,327 through contracting rates for airfares, hotels, and car rentals.

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

The gain to the State resulting from the Office Copier Management Program was \$2,048,385.

*There are additional savings or benefits to the State of \$9,942,929 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 \$17,231,152.

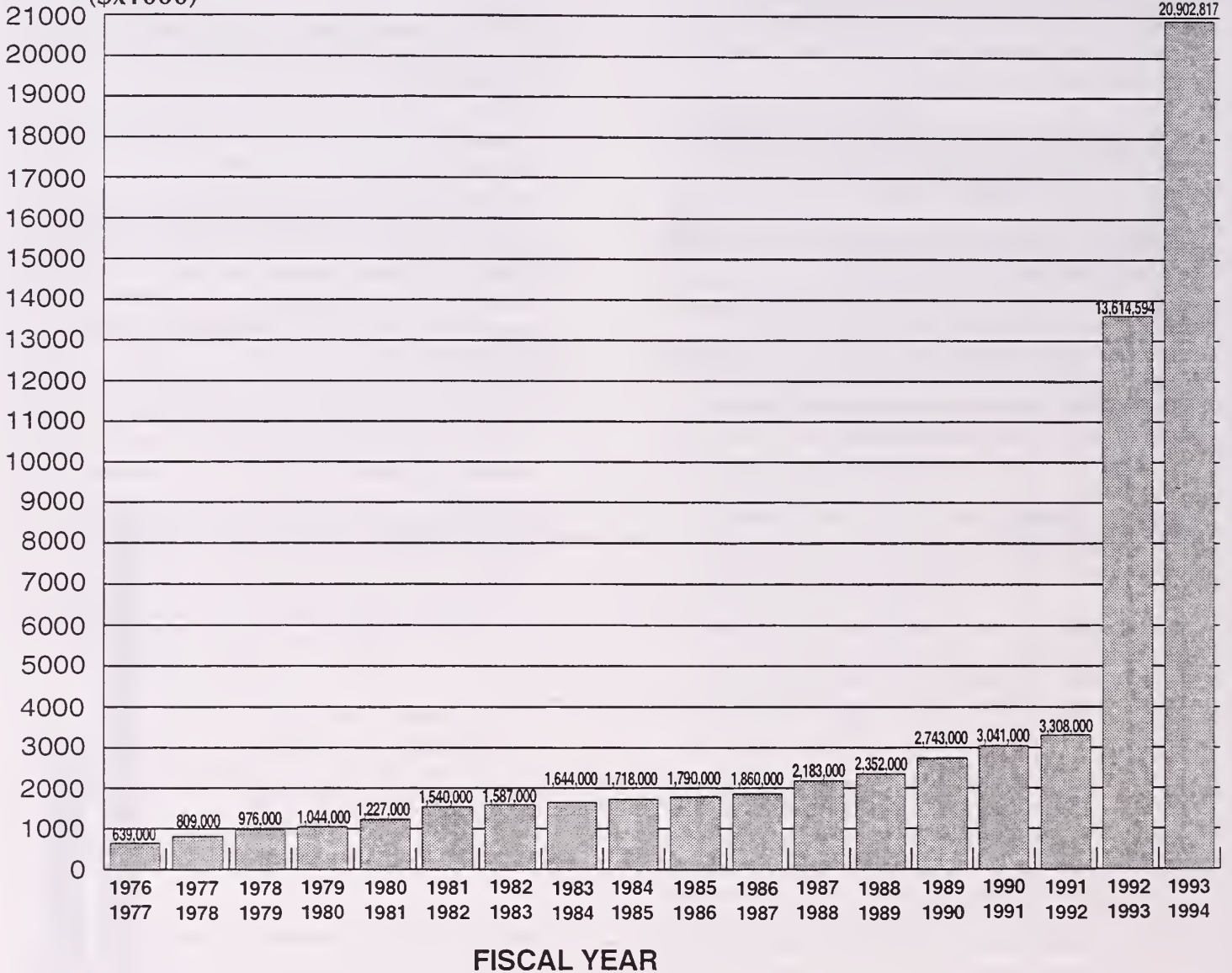
ANNUAL SAVINGS



DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

CUMULATIVE SAVINGS

(\$x1000)



DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

13 DIVISION OF CENTRAL SERVICES'
ANNUAL PROFIT AND LOSS STATEMENT
OVERALL DIVISION OPERATIONS
FOR THE FISCAL YEAR ENDED JUNE 30, 1994
 (unaudited)

INCOME:	
Revenue.....	\$22,670,919
Commuting Revenue	\$41,282
Auction Revenue.....	\$0
Intersectional Sales.....	\$383,999
Lease Estimated Revenue	\$0
Estimates	\$0
 TOTAL INCOME.....	 <u>\$23,096,200</u>
EXPENSES:	
Personal services.....	\$3,452,837
Compensated absences.....	\$70,218
Operating.....	\$1,232,476
Fuel.....	\$2,941,594
Maintenance/Repairs	\$2,946,756
Equipment depreciation	\$253,428
Vehicle depreciation	\$3,197,502
Vehicle lease payments.....	97,960
Intersectional fuel.....	\$52,444
Intersectional oil/mtnce.....	\$331,555
Insurance/Fleet Program.....	\$509,405
Interest on loan	\$566,723
Equipment maintenance	\$199,905
Equipment rental.....	\$793,583
Cost of goods sold.....	\$4,165,508
Leased space.....	\$100,398
Building rental	\$70,213
Indirect cost	\$451,067
Utilities	\$40,841
Leased vehicle fix/var.....	\$236,050
Auction	\$0
 SUBTOTAL EXPENSES.....	 <u>\$21,710,463</u>
DCS' overhead.....	<u>\$948,282</u>
 TOTAL EXPENSES	 <u>\$22,658,745</u>
 PROFIT OR (LOSS)	 <u>\$437,455</u>

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

14 DIVISION OF CENTRAL SERVICES'
BALANCE SHEETS
FOR THE FISCAL YEAR ENDED JUNE 30, 1994
 (unaudited)

ASSETS:	Revenue/Expense
Cash on-hand.....	\$200
Cash with State Treasurer	(\$311,562)
Receivables:	
Other agencies, funds, and governments	\$27,938
Inventories	\$160,793
Prepaid expenses	\$198
Furnishings, and Equipment.....	\$2,092,907
Accumulated depreciation—furnishings	(\$1,455,676)
Leasehold improvements	\$64,674
Amortization of leasehold improvements.....	(\$45,235)
TOTAL ASSETS.....	<u>\$1,157,361</u>
LIABILITIES:	
Payables:	
Warrants.....	\$69,032
Vouchers	\$168,022
Accounts	\$105,937
Deferred revenue	\$4,376
Compensated absences.....	\$205,419
TOTAL LIABILITIES	<u>\$552,786</u>
FUND EQUITY:	
Retained Earnings.....	\$604,575
Contributed capital.....	\$0
TOTAL FUND EQUITY	<u>\$604,575</u>
TOTAL LIABILITIES AND FUND EQUITY.....	<u>\$1,157,361</u>

PART II, NOTES AND FINANCIAL STATEMENTS

15 CENTRAL COLLECTIONS
 BALANCE SHEETS
 FOR THE FISCAL YEAR ENDED JUNE 30, 1994
 (unaudited)

ASSETS:	Revenue/Expense
Cash on-hand.....	\$200
Cash with State Treasurer	\$700,699
Receivables:	
Other agencies, funds, and governments	\$5,784
Inventories	\$21,271
Furnishings, and Equipment.....	\$208,294
Accumulated depreciation—furnishings and equipment	(\$49,949)
Leasehold improvements	\$27,581
Amortization of leasehold improvements.....	(\$3,813)
TOTAL ASSETS.....	<u>\$910,067</u>
LIABILITIES:	
Payables:	
Warrants.....	\$137,185
Vouchers.....	\$347,399
Accounts.....	\$1,491
Other agencies, funds and governments	\$0
Deferred revenue	\$76,548
Compensated absences.....	\$35,364
TOTAL LIABILITIES	<u>\$597,987</u>
FUND EQUITY:	
Retained Earnings.....	\$312,080
TOTAL FUND EQUITY	\$312,080
TOTAL LIABILITIES AND FUND EQUITY.....	<u>\$910,067</u>

DIVISION OF CENTRAL SERVICES
PART I, INTRODUCTION

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

ASSETS:

Cash on-hand.....	\$100
Cash with State Treasurer	(\$12,471,483)
Receivables:	
Other agencies, funds, and governments	\$62,684
Inventories	\$17,867
Prepaid expenses	\$375
Furnishings, equipment, and autos	\$33,922,264
Accumulated depreciation—furnishings and autos.....	(\$12,123,987)
Leasehold improvements	\$18,663
Amortization of leasehold improvements	(\$9,111)
TOTAL ASSETS.....	<u>\$9,417,372</u>

LIABILITIES:

Payables:	
Warrants.....	\$90,031
Vouchers	\$192,444
Accounts—includes agencies, funds, governments.....	\$551,784
Deferred revenue	\$116,845
Deposits held	\$0
Capital leases payable—long term	\$6,311,156
Compensated absences.....	\$41,581
TOTAL LIABILITIES	<u>\$7,303,841</u>

FUND EQUITY:

Retained Earnings	\$1,720,457
Retained Earnings—designated	\$393,074
TOTAL FUND EQUITY	<u>\$2,113,531</u>
TOTAL LIABILITIES AND FUND EQUITY.....	<u>\$9,417,372</u>

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)

	Mail Services Section	Fleet Management Program	State Print Shop	Office Copier Management Program	Quick Copy Centers	Design Center	State Microform Services	North Campus	Central Collections
1993-94									
Income	\$4,675,390	\$12,813,205	\$1,356,053	\$1,130,625	\$903,228	\$ 298,661	\$ 479,351	\$ 143,339	\$1,296,348
Expense	4,661,370	12,673,710	1,405,003	881,150	831,525	\$ 312,814	\$ 611,776	\$ 146,556	\$1,134,841
Profit (loss)	\$ 14,020	\$ 139,495	\$ (48,950)	\$ 249,475	\$ 71,703	\$ (14,153)	\$(132,425)	\$ (3,217)	\$ 161,506
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)	

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 are the results of a survey conducted in June 1994. The report indicates that the prices of the private sector vendors were an average of 38 percent higher than those of Central Services, which results in a savings to the State of \$8,776,556 on total revenues of \$23,096,200 for 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 \$1,166,373 last year. These savings result in a total benefit to the State of \$9,942,929.

FLEET MANAGEMENT

Five-Year Monthly Lease Comparison

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

	Central Services	Vendor #1	Vendor #2	Vendor #3	Vendor #4
Passenger	94 Chevy	94 Ford	94 Dodge	94 Ford	94 Ford
Mini Van	Lumina APV	Aerostar	Caravan	Aerostar	Windstar
	\$232	\$359	\$279	\$367	\$318
Small	94 Jeep	94 Ford	94 Chevy	94 Ford	94 Ford
Sport Utility	Cherokee	Explorer	Blazer	Explorer	Explorer
	\$270	\$379	\$359	\$379	\$379


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.

	Central Services	Vendor #1	Vendor #2	Vendor #3	Vendor #4	Vendor #5
Daily Rate	\$17.00	\$30.00*	\$39.89*	\$34.00*	\$39.99	\$29.00
Collision Damage Waiver (per day)	Included	Included	\$13.95	Included	\$12.99	\$9.99
Quoted supplemental Liability Insurance (per day)	Included	Included	\$8.95	Included	NA	\$5.99
TOTAL	\$17.00	\$30.00	\$62.79	\$34.00	\$52.98	\$44.98

	Central Services	Vendor #1	Vendor #2	Vendor #3	Vendor #4	Vendor #5
Weekly Rate	\$85.00	\$145.00*	\$209.89	\$170.00*	\$229.99	\$210.00
Collision Damage Waiver (weekly)	Included	Included	\$69.75	Included	\$64.95	\$49.95
Quoted supplemental Liability Insurance (weekly)	Included	Included	\$44.75	Included	NA	\$29.95
TOTAL	\$85.00	\$145.00	\$323.389	\$170.00	\$294.94	\$289.90

Discount per volume: Included in above prices

*State award price determined by competitive bid.

STATE GARAGE

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

	Central Services	Vendor #1	Vendor #2	Vendor #3	Vendor #4	Vendor #5	Vendor #6
Garage Hourly Rate	\$32.00	\$57.00	\$55.00	\$55.00	\$50.00	\$51.00	\$54.00
Discount for Volume Rate \$48.60		\$32.00	\$53.00	\$49.50	\$52.00	none	\$45.90

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.

	Central <u>Services</u>	Vendor <u>#1</u>	Vendor <u>#2</u>	Vendor <u>#3</u>	Vendor <u>#4</u>
Job #1	\$249	\$402	\$875	\$705	\$550
Job #2	\$5,906	\$10,275	\$13,742	\$10,615	\$11,120
Job #3	\$3,488	\$4,300	\$8,655	\$6,226	\$6,750
Job #4	\$480	\$690	\$746	774	\$1,098
Job #5	\$1,200	\$1,485	\$2,562	2,340	\$1,562

Discount for Volume

Job #1	\$249	\$358	\$431	\$389	\$494
Job #2	\$5,906	\$8,475	\$13,039	\$9,121	\$9,835
Job #3	\$3,488	\$3,900	\$7,698	\$4,430	\$5,565
Job #4	\$480	\$585	\$626	\$650	\$910
Job #5	\$1,200	\$1,350	\$1,883	\$2,216	\$1,332

MAIL SERVICES

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

	Central <u>Services</u>	Vendor <u>#1</u>	Vendor <u>#2</u>	Vendor <u>#3</u>	Vendor <u>#4</u>
Inserting	\$273	\$285	\$850	\$354	\$285
Applying Postage	\$323	\$345	\$850	\$354	\$395

STATE QUICK COPY SERVICE

The price comparison was on four typical jobs.

	Central <u>Services</u>	Vendor <u>#1</u>	Vendor <u>#2</u>	Vendor <u>#3</u>	Vendor <u>#4</u>
Job #1	\$12.00	\$30.00	\$31.60	\$31.20	\$17.20
Job #2	\$3.90	\$11.40	\$6.30	\$7.50	\$5.70
Job #3	\$7.80	\$21.00	\$21.20	\$21.90	\$12.90
Job #4	\$62.50	\$150.00	\$250.00	150.00	N/A
Job #5	\$32.50	\$49.50	\$90.00	\$49.50	N/A

Discount for Volume: Discount price is included in above price.

MICROFILM CENTER

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

	Central <u>Services</u>	Vendor <u>#1</u>	Vendor <u>#2</u>	Vendor <u>#3</u>	Vendor <u>#4</u>
Job #1	\$269	\$487	\$300	\$370	\$335
Job #2	\$1,999	\$3,103	\$2,014	\$2,700	\$2,280
Job #3	\$4,620	\$7,340	\$4,750	\$6,450	\$4,895
Job #4	\$2,265	\$2,950	\$2,390	\$2,920	\$2,275

Discount for Volume: Discount price is included in above price.

DIVISION OF CENTRAL SERVICES

PART II, NOTES AND FINANCIAL STATEMENTS

DESIGN CENTER

The comparison was done on three typical jobs.

	Central <u>Services</u>	Vendor <u>#1</u>	Vendor <u>#2</u>	Vendor <u>#3</u>	Vendor <u>#4</u>	Vendor <u>#5</u>
Job #1	\$180	\$530	\$320	\$375	\$350	\$260
Job #1	\$350	\$830	\$1,050	\$912	\$3,500	\$500
Job #1	\$383	\$770	\$2,750	\$843	\$3,300	\$650

Discount for Volume: Vendors would not give discount for volume because each job is different and must be bid individually.

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 audiron counting device.

	Central <u>Services</u>	Vendor <u>#1</u>	Vendor <u>#2</u>	Vendor <u>#3</u>	Vendor <u>#4</u>
Charge	\$.033	\$.05	\$.0605	\$.06	\$.0625

CENTRAL COLLECTIONS

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

Central <u>Services</u>	Vendor <u>#1</u>	Vendor <u>#2</u>	Vendor <u>#3</u>	Vendor <u>#4</u>
20%	28%	30%	25%	28%

DIVISION OF CENTRAL SERVICES
PART II, NOTES AND FINANCIAL STATEMENTS

19 REVENUE PER FULL-TIME EQUIVALENT EMPLOYEE

Fiscal Year Ending <u>June 30</u>	IE	% Increase (Decrease)	Income From <u>Operations*</u>	% 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
1994	136.0	-0-	\$22,670,919	16.7	\$166,331	16.7

* 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, 1994

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 ⁴	39-26-106	(\$500,000 x 3%)	\$15,000.00
Gasoline Tax ⁴	39-27-102	(10,000 gal. x .22)	2,200.00
Specific Ownership Tax (vehicle registration) ⁴	(1) 42-3-106(24) (2) 42-3-123(4)(b)	(68 vehicles x .50) 2,304.20	34.00
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 (Paid)		
*Certificate of Incorporation	7-10-104(Paid)		
*Filing Articles of Incorporation	7-10-104(Paid)		
*Application to reserve corp. name	7-10-104(Paid)		
			<u>25.00</u>
		TOTAL IMPUTED FEES & TAXES	<u>\$19,615.00</u>

* 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.

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. Tax 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 State tax levied under section 39-26-106, C.R.S. Only items purchased for the Division's use are taxable. The State's sales tax is 3 percent. Taxable purchases amounted to \$500,000.00.
- 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, 10,000 gallons of gasoline were used internally.
- 4 SPECIAL OWNERSHIP TAX. The provisions of section 42-3-103(1) and (2), C.R.S. exempt vehicles 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, 54 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.).

54 Motor Pool vehicles	@ 2,800 lb. (\$10.60 each)	= \$572.40
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>
		\$1,332.00

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 (674 vehicles)	= \$804.00
Motor vehicles 7 to 10 years old	\$10.00 (1 vehicle)	= \$ 10.00
Motor vehicles 10 years and older	\$7.00	
TOTAL REGISTRATION FEE		\$2,146.00

PART II, NOTES AND FINANCIAL STATEMENTS

The following fees are included in the registration fee.

FEE	C.R.S.	COST/VEHICLE
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

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.

During FY 92/93, all agencies were successfully enrolled in the Fleet Management program bringing the total fleet to an average of 5000 vehicles. The fleet staff continued to travel around the State and to various agency and group meeting to communicate the fleet program and resolve issues which were particular to each agency.

ACCOMPLISHMENTS

- 1- Ordered and received 565 new vehicles to replace older worn out vehicles for a cost of less than \$8,000,000. This included the issuing of new driver manuals, fuel and maintenance cards, and registrations.
- 2- Successfully bid the funding for new vehicles from the private sector at a rate of 5.5% fixed over a six year period.
- 3- Bid and converted 65 vehicles to operate on LPG (propane) as a dual-fuel vehicle.
- 4- Provided seasonal use vehicles to meet agency needs primarily extending the use of replacement vehicles as the 10% reduction of a year prior relieved agencies of many seasonal vehicles. Also met the needs of programs such as the YNR program through Natural Resources with approximately 40 vehicles.
- 5- Produced the first report of vehicles which travelled less than 12,600 miles per year for FY 93.

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

- 6- Automated the system used for the purchase of new vehicles.
- 7- Continued to refine the data captured to report on fleet activities as well as the processes used to meet agency and fleet needs.
- 8- Specified and bid such items as handicap wheelchair lifts, camper shells, utility bodies, etc.

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
 FY 93/94: \$ 116,783

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
6/30/94	5025	\$12,148,376	5025	63,675,530	12,672	12.5	402	\$.085**	\$.189***

* 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 1989.
 *** 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
FY 93/94	54	1,051,184	19,719

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:

- 1- Continues to provide services in a number of areas which include scheduled and emergency services to customers, evaluation of turn-in vehicles, preparation of seasonal vehicles to meet peak demands, preparation of vehicles for the fleet auctions, service to the Motor Pool vehicles, shuttle vehicles to private vendors for specialized services, and assist the administrative staff to get new vehicles ready for customer pick-up.
- 2- Technicians continue to study and take additional tests to pass their ASE industry accepted certifications.
- 3- Stayed current with and in compliance of all new environmental laws affecting disposal and use of materials.

COMPARISON FIGURES FOR STATE GARAGE

	\$ INCOME	INVOICES PROCESSED	CHARGE -ABLE HRS	# of FTE	EFFIC- IENCY 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%
FY 93/94	\$332,131	4004	4546 hrs	4.0	115%

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

25 Mail Services Section

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

The Mail Services section is composed of the following operating units:

The walking messengers of the **Interdepartmental** unit provide scheduled, daily, pickup and delivery services to state offices in the Capitol Complex. The unit sorts all incoming mail and materials for delivery or for processing within Mail Services.

The **Metering** unit applies postage to the daily mail collected from state offices, and provides mail preparation and processing services. A high percentage of the daily letter mail is barcoded and receives discounted postage.

The **Incoming** mailroom sorts, and processes, mail, received from the USPS or the Interdepartmental systems, according to the specifications of the agency for whom the service is provided.

The **Dispatch** unit provides scheduled, pickup and delivery services, to offices throughout the greater metro area. USPS and Interdepartmental mail is transferred along with materials from printing and state forms.

Service Concept

Mail Services business concept is to provide service and cost advantages, to it's customers, by linking the distribution network with the mail processing functions. A delivery system, which makes 240 scheduled stops, daily, at metro locations, is integrated with complete, outgoing and incoming, mailing services. Processing the volume of mail, collected by the distribution system, results in lower costs, and postage discounts, for state mailers. The majority of letter mail receives postage which is discounted by 14.5% from full rate. The processing costs are equitably passed back to the mailers through a standard rate structure, which charges all agencies at the same rate, regardless of the volume which they process. This is especially beneficial for the majority of state offices, which do not produce significant volumes of mail on a regular basis. Postage, for USPS, Federal Express, or United Parcel Service is purchased, by Mail Services, and billed back to the agencies via the GGCC mainframe. No advance purchase of postage is required of the individual agencies, and the costs associated with invoicing, and payment, are avoided. The equipment and the expertise needed to transform the agency materials into finished mailings are maintained by Mail Services. The distribution

system provides agencies with easy access to the shipping and mailing options, and to the processing services for their mailings. Mail and materials, utilized and produced by the offices, are transferred quickly and economically.

Outstanding Achievements

The mail management system, which electronically collects data on postage and piece counts, and the billing module, were expanded to allow Mail Services to add, or modify, services and charging rates without main frame program changes.

The billing report, received by customers, was also expanded. The new report contains a detailed list of services, and charges, rather than broader categories. Customers can identify specific services and charges without the assistance of the billing section. An employee of the Metering unit was recognized as the Mailroom Employee of the Year by the Postal Customer Council of Denver. The employee was selected from nominations received from the metro areas largest mailers.

The mail manager was elected to the Board of the Metro Denver Postal Customer Council, and serves on the Mailers Task Force. The Council is composed of the largest mailers in the metro area. Participation in these organizations integrates Mail Services into the leadership of the mailing community, provides access to the methods and equipment technologies used by the leading mailers, and generates positive business contacts within the Postal Service and mailing sections of private industry.

More than 2 million pieces were processed on the Moore Self-Mailer system. In keeping with the objectives of the FY94 Business Plan, the system provides a new technology for the inserting process, and the opportunity to save on postage, printing costs, and materials expense. The Food Assistance Program is well into the conversion of it's regular mailings to this format. The Jury Summons mailings, from the Justice Department, Central Collections, and the License Renewals from the Department of Regulatory Agencies utilize the system.

The barcoding system processed more than 6 million pieces of letter mail during FY94. The production target had been set at 4 million pieces. The mechanical and software components of this system were maintained and repaired by a Mail Services employee. The cost avoidance of a vendor maintenance contract had been a factor in the purchase decision, and operating cost calculations. The U.S. Postal System continues to emphasize barcoding as the primary tool for accessing discounted USPS postage.

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

Business Plan

A consistent goal, embodied in Mail Services business plans, has been to provide quality mailing services, which are responsive to the needs of state customers, at the lowest cost possible. A systematic acquisition program, for equipment and software, which began in FY91, reached maturity in FY94.

Inserting capabilities have been upgraded. Two older inserters were replaced by new generation models, in 1992. They are utilized, daily, for state checks and sheet material mailings. A Moore Self-Mailer system was acquired in early FY93. This system reduced materials and printing costs for GGCC mailers, and provided an alternative for the thin "data mailers" which had been used. This system produced a table top inserter, which folds and inserts multiple sheet, stapled material, replaces costly hand labor. Postal barcoding, for material printed at GGCC, is accomplished through software installed on the GGCC mainframe.

Barcodes are applied to letter mail by an OCR/barcoding system which reads the printed address, and applies the barcode to the envelope. A Cheshire labeler, which produces low cost mailing labels from addresses printed on wide track computer paper, became operational in FY94.

Cost Savings

Mail Services has focused on providing state agencies with the tools for obtaining the lowest postage rates possible. The USPS emphasizes the barcoding of letter mail, as the primary method of lowering postage. Software for addressing and ZIP Code sorting was placed at GGCC, for use by agencies who maintained their address databases on the mainframe. This software allows the agency mail to be analyzed, and processed for maximum postage discounts, before printing. For mail which has been addressed, primarily by the state offices on a daily basis, a system with an optical character reader, is used to recognize the address, and apply a barcode to the envelope. The barcoded envelope is then sorted by ZIP Code. The result is postage discounts.

Mail Services installed an inserter, known as a "self-mailer system" which forms the envelope from the printed sheet. The Food Assistance Program, converted three of their regular mailings to this system, by FY94. The program has saved \$180,000 as a result of the conversions. The savings are derived from three areas. Postage reductions are realized through the software at GGCC, where the forms are printed. Printing costs are reduced because the

forms are printed on sheet material, which can be processed by laser printers, rather the impact printer required to produce the previous mailer. The cost of materials is reduced through the elimination of the outgoing envelope.

In FY94, Mail Services continued to process discounted permit mailings for agencies, and to distribute information regarding their availability, and potential advantages. Agencies are advised on alternatives for the layout and printing of their mailings, based on the experience gained working with this process on a daily basis. The integration, within the Division of Central Services, of the design, printing, and copying operations allow customers to be advised of cost effective choices for producing their mailing materials, for conception to mailing.

A Postal option, Third Class Bulk Rate, has been promoted by Mail Services as an opportunity to reduce postage expenses. Generic materials, such as newsletters, which are identical in weight and content, are eligible for this Postal class. The Bulk Rate mailings for April, 1994, were converted to the comparable 1st Class postage rates, to obtain a measurement of possible savings. The postage, for 32 Bulk Rate mailings, totaled \$10,480.15. The First Class postage, for the same mailings, was calculated as \$29,996.32. The postage difference was \$19,516.17. Bulk Rate postage is the same for all pieces up to 3.3 ounces. While the rate, for 1 ounce pieces, is substantially lower than 1st Class, the savings increase dramatically for 2 and 3 ounce mail pieces. First class postage increases by .23 per additional ounce, while Bulk Rate postage remains the same as for one ounce. The postage reduction is eroded, to some extent, by the cost for sorting the mailing into ZIP Code order, and preparing according to Postal requirements. However, the savings are substantial.

The barcoding system processed more than six million pieces of metered state office mail, and Division of Employment permit mail. Postage expense was reduced, below the discounted rate for presorted mail, on 4,079,352 pieces of letter mail. The total postage reduction was more than \$44,000. Service charges, paid to a vendor, for barcoding these pieces, would have totaled more than \$32,000 for FY94.

Production Measurements

Postage provided for 13,766,073 mail pieces.
Pieces processed on inserter systems: 5,278,306
Pieces processed by barcoding system: 6,015,342
Daily stops at metro locations: 244

DIVISION OF CENTRAL SERVICES PART III, UNIT OPERATIONS

26 State Printing Plant

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

The State Printing Plant is a full service printing operation which provides top quality printed products to all State Agencies. Our product line includes, but is not limited to, letterhead, brochures, reports, manuals, posters, pamphlets, newsletters and forms. In addition to top quality work we also supply our products in a very timely manner and for the lowest price possible. We track our completion dates against the agency date required and our records show a 98.4 percent on time delivery.

Our services were requested this year on 3,532 jobs which yielded 72,501,707 total in billed impressions. Our average cost per impression for the year was .0186. The total production this year was 7.6 percent lower than last year. This can mainly be attributed to a shift in work by the Corrections Forms & Publications Center, away from State Printing to their own printing operation in the Centennial Correction Facility. Because of this our marketing efforts next year will be to replace this unexpected loss in volume and return to a profitable level of operation as was the case in the previous two years.

Not only did we perform our own internal organizational review this year, we are also reviewing our equipment utilization and needs in the coming year. New technologies are emerging so quickly, in the printing and reproduction areas, that we must be ready to take advantage of these new developments in order to continue to improve our turn-around time, quality and competitive prices.

Again this year, the most important factor that contributed to our success was Total Quality Management. TQM and the involvement of our hard working people, their commitment to doing the job right the first time, and meeting the deadlines for the agencies are reasons for our success.

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

Because of changes made in the artwork printing request form, State Printing, Design Center and the four Quick Copy Centers are working much closer together in order to improve customer services and turn around time.

As in the past and in the year to come our goal is 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.

This year we began doing business with Red Rocks and Front Range Community Colleges. By using our services, we estimate a savings to them of at least \$55,000 a year.

A competitive bid resulted in new equipment in the Center at 1575 with no increase in our expenses.

We ended the year by electronically linking the Design Center with the Center at State Services. Artwork loss and transportation delays are no longer a problem, and the quality of the finished product is greatly improved.

Quick Copy had a record year, producing 33,516,436 copies, a 6 1/2 percent gain over last year.

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 1,400 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 eight cases of recycled out of every ten cases purchased. As cost continues to drop, we will increase usage.

The Copier Program experienced a record year, also, producing 35,346,573 copies. Costs remain competitive, and service has been extremely good.

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

28 Central Collections

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

The Central Collection Service had a record year in Fiscal 1994. The section collected a total of \$10,435,866. This represented a 14 percent increase over the previous year. The increase in dollars collected was \$1,458,223 over Fiscal 1993.

The above totals represent significant increases from all sources of revenue for our office. Our in-house collectors, private sector collection agencies, and our attorneys all had increases in gross collected dollars as compared with Fiscal 1993.

NEW BAD CHECK COLLECTION PROGRAM

During Fiscal 1994, a new collection program was initiated. Our office, in concert with our Special Attorney General for Collections, began a program to collect bad checks for any state agency in need of this service. The program is excellent for a number of reasons.

1. There is no erosion of principal. All collection fees are added on to the face value of the check.
2. The program is conducted by our office and a licensed attorney, who has Attorney General status.

To date, the program has collected over \$200,000 for a variety of state agencies. One new client for this program is Human Services, Child Support. They have begun referring bad checks for child support to our office for collection, using the new program.

MONTHLY NEWSLETTER PUBLICATION

In an effort to better communicate with our clients, Central Collections, during Fiscal 1994, began a monthly newsletter, DEBT NET. This publication had been issued quarterly. However, with so much valuable information to impart to our clients, our office decided to issue DEBT NET monthly. The response has been very positive.

RESPONSE ON ADD-ON FEES

Last year, we requested an opinion from the Attorney General on our ability to add-on our collection fees. During Fiscal 1994, we received an answer to this important question. Fees can be added on to the principal of the debt if statutorily allowed, or, if an agreement exists between the originating agency and the customer/debtor. Based on our communication of this information to our clients, many agencies are now obtaining these agreements from their customers before they become debtors. This can save the State of Colorado up to \$1,000,000 in collection fees in the future per year.

OTHER GOALS FOR FISCAL 1995 AND BEYOND

1. Read-only access of account information for our clients. Central Collections is working on a dial-in system for our clients which will enable them to check the progress on their accounts. This will assist agencies in making on the spot collections from debtors coming to their offices to pay after receiving notification from Central Collections.
2. Tape or Modem Remittance Process: our office is also working with several agencies on providing monthly remittance information either on tape, or via modem. This will cut down on lengthy paper reports which are somewhat cumbersome and time consuming to process. This new process will apply to our customers, as well as our office interfacing with our private collection agency contractors.

GOAL FOR FISCAL 1995

Every year for the past five years has produced a record in gross collections. Fiscal 1995 will produce still another record performance. Our office is shooting for \$11,000,000 in gross collections. Assuming equal placement of new accounts from our client agencies this year as compared with last year should enable our office to reach this goal. This will mean Central Collections has almost doubled collections during the past five years.

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PART III, UNIT OPERATIONS

29 State Microform Services

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

State Microform Services completed Fiscal 1994 with renewed purpose. The year completed was difficult. The center lost money for the fourth year in a row. The cause of the loss was the Tax Files project with the Department of Revenue. Although the project generated over \$270,000 in income, the low price being charged was not allowing the center to recoup its costs.

An audit report confirmed the fact that the Revenue project was the cause of these losses. As such, it was recommended that Central Services renegotiate the price charged Revenue, or, cease from performing the project in Fiscal 1995.

At the end of Fiscal 1994, a price increase was not negotiated. Revenue was preparing a bid, in which State Microfilm would participate. If the price bid wins, then it will be at a cost that ensures a break even position for Microfilm in the future. If the bid loses, then Microfilm will be able to regroup, performing work for other state agencies at prices that will enable the unit to break even.

In spite of the losses, Microfilm had a productive year. Over thirteen million images were filmed, and over ten thousand microfiche jackets were generated by the center. Microfilm continued to be the State Historical Society's vendor of choice, as well as the vendor for State Archives.

IMAGING TECHNOLOGY

State Microfilm purchased an Electronic Imaging system to be used as a scanning station for State agencies needing this service. The service can be offered in a variety of ways, at an economical cost. Imaging will be used by agencies needing to retrieve their documents quickly and frequently. State Microfilm is very excited about this new technology, and our ability to offer this service to our clients.

PROSPECTS FOR FISCAL 1995

The time line for decision making on the Revenue Film project is sometime in December/January, 1995. This will impact Microfilm's ability to break even for Fiscal 1995. However, if a new price is negotiated, or, the project terminates, Microfilm should be on the road to financial health for the second half of the new fiscal year. This, coupled with the development of our new imaging service and continued Microfilming for other state agencies, will position Microfilm to have a strong second half of Fiscal 1995, leading into a very successful 1996.

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.

We use the latest technology, in both software and hardware to produce publications and graphic 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.

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

The Design Center and Quick Copy (1525 Sherman Street) were electronically connected through the state wide network. This allows us to transmit documents directly from our computers to their equipment. Some printing jobs will be printed on demand, as needed rather than stockpiled and trashed when a change is needed. This will result in a savings to the state.

The Design Center won numerous awards for its' quality of work. The most prestigious was an award from AASHTO for First Place in their Public Affairs External Publications, "I-70 Glenwood Canyon The Final Link".

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 serves to gather information about and control costs of State of Colorado official government travel. The Program has seven main elements:

1. Travel Card System—Diners Club
2. Travel Agency Network—Vendors throughout State
3. Airlines—United, USAir, Northwest, Frontier Contracts
4. Hotels—In-State and National Price Agreements
5. Rental Cars—Budget and Alamo
6. State Travel Council—Advisory Board
7. Program Rules—Required by CRS 24-30-1118

Of these seven elements, the first six were fully implemented prior to the passage of Senate Bill 93-250.

Progress of Program in Fiscal Year 1993-94

The Statewide Travel Management Program made progress in several areas during its first year of operation. Areas of particular progress include:

1. **Creation and Adoption of Program Rules:** The statute creating the Program required the development of

rules. After writing the rules, the Program began the rule making process in January, 1994. Two formal hearings and over ten informal meetings led to adoption of rules effective on July 1, 1994.

2. **Policy Changes to Allow Cash Advances:** The Program surveyed all agencies and institutions of higher education to determine the amount of travel advances issued in a single year, 1992-93. The total came to \$5,000,000. As each of these represented the issuing of at least one State warrant, even at an estimated average of \$250 per advance, that represented the processing of 20,000 warrants. The Program, in consultation with the State Controller, issued a memorandum allowing for the use of the State travel card to obtain cash advances from automated teller machines. At a cost of \$6.00 per transaction versus \$18.00 per warrant, the savings from this change in processing alone made the new policy cost effective with a net savings of \$240,000. It also allowed for far greater customer convenience and flexibility in meeting travel expenses.
3. **Expansion of Program Advisory Board:** With the agreement of the Executive Director of the Department of Administration, the Program responded to requests for a larger and more inclusive advisory board for the Program. As a result, the State Travel Council now seats 27 members that represent the travel industry, travel management as a profession, the institutions of higher education, and the main departments of general government. The State Travel Council provides a forum to address common problems and to meet the constant change within the travel industry.
4. **Greater Use of Program by 15 Percent:** As measured by the amount of spending on the State travel card, usage of the Program has grown by 15 percent as against a corresponding increase in total travel spending of only 6 percent in Fiscal Year 1993-94 over the previous fiscal year.

Use of Program by State Employees

In the latest Annual Travel Report, the State Controller provides a total for State employee travel in Fiscal Year 1993-94 of \$38,345,424. With all personal vehicle reimbursement deducted, the total is \$37,572,475. As a frame of reference, total travel spending in Fiscal Year 1992-93 of \$36,099,081 represents a 6.2 percent travel spending increase in the last fiscal year. The Controller does not, however, provide a breakdown of the categories of travel spending—airfares, hotels, rental cars and so on. For Fiscal Year 1993-94, the Program tracked a total of \$18,353,291 as compared to Fiscal Year 1992-93 when

DIVISION OF CENTRAL SERVICES
PART III, UNIT OPERATIONS

the Program tracked a total \$15,990,404. Further, in the first six months after instituting the cash advance feature on the Diners Club card, State travelers obtained \$779,459 in advances while averaging \$185 per advance.

<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1992-93</u>	
Air/Rail	\$13,453,908	Air/Rail	\$12,193,808
Car Rental	773,358	Car Rental	613,441
Gas/Oil	133,785	Gas/Oil	123,385
Hotels	3,507,910	Hotels	2,642,341
<u>Restaurants</u>	<u>462,414</u>	<u>Restaurants</u>	<u>419,97</u>
Total	\$18,353,291	Total	\$15,994,404

This increase from FY 92-93 to FY 93-94 represents a 15 percent increase in use of the Program as measured by spending on the State travel card, not including the added use of the cash advance feature. The difference in the amount tracked and the total spent on travel results from several factors. First, the State may spend more for personal vehicle reimbursement than the Controller's figures show: historically, the Division of Purchasing has estimated annual personal vehicle reimbursement at \$3,000,000 given a rate of reimbursement at \$.20 per mile. Second, not every traveler uses a Diners Club card—only 8,238 State travelers had the card at year's end. Third, many agencies still issue travel advances out of State funds—expenditures of over \$4,000,000 that the program cannot track. Finally, the Program has taken this year to implement the travel card more fully and provide more information concerning its benefits rather than to attempt any forcing of compliance.

The Program has consulted other industry sources—American Express, Diners Club, Runzheimer International—for guidance on how to adjust our data for its lack of travel card use at hotels. In general, public sector hotel spending is roughly equal to or slightly higher than total common carrier spending, usually a bit higher. For the purposes of this report, the Program makes the assumption that actual hotel spending in FY 93-94 totaled four times what shows on the Diners Club total, or slightly over \$14 million.

Cost Savings of Program—Summary for Fiscal Year 1993-94

\$40,392	Fewer Warrants on Centrally Billed Air
159,153	Float on Centrally Billed Air
49,315	Float on Cash Advances over Travel Advances
79,248	Float on Travel Card Funds
240,000	Fewer Warrants on Travel Advances
91,425	Saved on Collision Damage Waiver Coverage at \$5.00
81,943	Travel Agency Revenue Share to State Agencies
3,000,000	Savings on Airline Price Agreements
478,504	Savings on Hotel Price Agreements
191,684	Savings on Rental Car Price Agreements
125,097	\$350,000 Death/Dismemberment Insurance—\$3.00/flight
<u>83,398</u>	<u>\$1,250 Baggage Insurance at \$2.00/flight</u>
\$4,800,327	Total Savings Resulting from Program

33 Miscellaneous Services

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

APPENDIX

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 SECTION

POLAROID ID CAMERA (2)

STATE PRINT SHOP

CAMERA
PLATEMAKER
PLATE PROCESSOR
FILM PROCESSOR

BINDERY

22-BIN COLLATOR
BOURG FOLDER (2)
BOURG TRIMMER (2)
VELO BINDING MACHINE
COLLATOR (2)
PERFORATOR (2)
PAPER FOLDER
VACUUM FOLDER

PRESS

AB DICK PRESS
PRESS (REBUILT)
DAVIDSON 702 PRESS
1250 OFFSET PRESS (3)
TW PETERSON PRESS
ELEC'STATIC CAMERA
OFFSET DUPLICATOR
WEB OFFSET PRESS
HD PWR STACKER
SORTER
SG DUPLICATOR
PACKFEEDER
STITCHER
PERFORATOR MDL 400
MULTIGRAPHIC SYSTEM #7

DESIGN CENTER

RC PROCESSOR
NEC SPRINWRITER
MDR MULTI READER
Q1610 TYPESETTER
Q1610 TYPESETTER
THERMOL PRINTER
LINO-DAYLITE PROCESSOR
PHOTOMAKER
VIDEOSHOW
SOTA PAGE SYSTEM (2)

STATE MICROFILM SERVICES

DUPLICATING MACHINE
JACKET INSERTER
KODAK PROSTAR
MDL 3100 EXTEK
MICRO CAMERA MPK1
JACKET READER (2)
RECORDAK R700
RECORDAK R600 (2)
RECORDAK D
34-3401 CAMERA
ABR-100A RECORD
PROSTAR I
BLIP KITS W/MTCE (2)
MIC. DUPLICATOR
3M CAMERA
MICROFILE MACHINE
CAMERA EXTEL 7151
READER/PRINTER
105MM FICHE DUPLICATOR (2)
ALOS ROLL FILM READER
PROCESSOR
22E READER 24X
MAGAZINE LOADER
HSD VENTED DUPLICATOR
CAMERA/LENS
OPTICAL SCANNER
MICROPROCESSOR
ROTARY CAMERA
KODAK 750 FILMER
MACBETH TD 500
6MM ROTARY CAMERA
KODAK MFG FILM (2)
IMAGE MAKER (3)
SINGLE LVL CONTROLLER (3)
MICROFILMER (3)
FILM UNIT (3)

QUICK COPY CENTERS

XEROX 5775, 054-014036
DOCUTECH W11, 031490
XEROX 5390, 2FK010524
DOCUTECH, W11034728
XEROX 5090, W81-082847

FLEET MANAGEMENT

SUNOL HARD DRIVE
SAVING PRINTER
LAN
CONTROLLER
EMBOSSING SYSTEM

STATE MOTOR POOL

AUTOMATIC FUELING SYSTEM

STATE GARAGE

7600 FMC CHARGER
LANDA HIPRESS CLNER
WHL BALANCER
EXHAUST ANALYZER
ENGINE TESTER
IGNITION SYSTEM
AMMCO HOIST
RECYCLER/RECHARGER
TOOL SET (3)

MAIL SERVICES SECTION

METERING MACHINE (3)
XEROX LABELER
ELECTRICAL SCALE (4)
PRESSURE SEAL SYSTEM
FOLDER (2)
VACUUM FOLDER
ACCUFAST
MAILING MACHINE (3)
AUTO INSERTER (2)
CHESHIRE LABELING
SIGNATURE PLATE
METERING SCALE (2)
OPENER/DETECTOR

COLLECTIONS

CUBS SYSTEM

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	Admin Assistant I
Acedo, Nancy	Office Manager I
Adkins, Penny	Admin Program Spec I
Bainton, Thomas	Admin Assistant III
Bales, Nanette	Micrographic Equip Opr III
Barber, Edward	Duplicating Equip Opr I
Barnes, Richard	Printer II
Baskin, Barbara	Accounting Tech IV
Bauer, Mechthilde	Accounting Tech II
Brockert, Barbara	Admin Assistant II
Byrd, Judy	Admin Assistant I
Carrillo, David	Duplicating Equip Opr II
Castro, Andrew	Admin Assistant II
Chavez, Phyllis	Bindery Equip Operator II
Chavez, Wendy	Admin Assistant II
Christenson, Joseph	Printer II
Ciminelli, Rick	Graphic Designer II
Cisneros, Patty	Micrographic Equip Opr IV
Cook, Karen	Collections Repr III
Cole, Edward	Micrographic Equip Opr I
DeGrange, Michael	Admin Assistant II
Dickerson, Paul	Printing Plant Supv I
Dixon, Diana	Printer II
Dobrinich, Linda	Admin Program Spec II
Dorrance Sr, Carlos	Admin Assistant I
Douglas, Tonya	Duplicating Equip Opr III
Dunbar, Jessie	Admin Assistant Intern
Duran, William	Vehicle Driver
Edwards, Paula	Admin Program Spec II
Eldredge, Frank	Graphic Designer Intern
Evans-Fernandez, Elizabeth	Duplicating Equip Opr III
Freeman, Bonnie	Collections Repr II
Freeman, Carmen	Admin Assistant II
Freeman, Gordon	Automotive Service Tech I
French, Kelly	Automotive Service Tech I
Giovanni, Robert	Heavy Equipment Mechanic
Goldstein, Jon	Admin Program Spec II
Gramadzki, Robert	Automotive Service Tech I
Grawn, Forrest	Collections Repr II
Green, Eric	Collections Repr II
Green, Rhonda	Admin Assistant II
Gunderson, Albert	Printer II
Gutierrez, Adeline	Admin Assistant I
Gutierrez, Irene	Management Analyst I
Hamby, Cynthia	Vehicle Driver
Hampton, Jeffrey	Collections Repr II
Hausauer, Kenneth	Network Analyst/Admin II
Helm, John	Admin Assistant I
Hickman, Rhonda	Data Entry Opr I
Hoyt, Rick	Graphic Designer I
Higgenbotham, Marcella	Micrographic Tech A
Holmes, Stuart	Collections Repr II
Jackson Jr, James	Graphic Designer V
Jackson, Juan	Vehicle Driver
Jimenez, Shirley	Admin Assistant II

NAME	CLASS TITLE
Johnson, Jeffrey	Collections Repr II
Keck, Steven	Admin Assistant II
Keene, Jack	Division Director
Kellems, Eleanor	Printer IV
Krause, Richard	Vehicle Driver
Lafferty, Michael	Admin Program Spec II
Lewis, Marcella	Admin Assistant II
Luna, Charles	Admin Assistant I
Maes, Thomas	Maintenance Mechanic I
Maestas, Henry	Printer III
Maxwell, Lois	Bindery Equip Opr II
McClanahan, Eugene	Admin Assistant III
McKie, Leland	Micrographic Equip Opr I
Montoya, Socorro	Admin Assistant I
Nopens, Helen	Admin Program Spec II
O'Lear, Robert	Printing Plant Supv III
Otero Jr, Orlando	Automotive Shop Supv
Pearl, Dennis	Collections Repr II
Perea, Raquel	Admin Assistant II
Phelps, Abraham	Vehicle Driver
Pistora, Byron	Collections Repr II
Quintana, Rosalie	Program Assistant I
Ray, Barbara	Micrographic Equip Opr II
Rayner, Michael	Custodian I
Renville, Scott	Program Assistant I
Rodriguez, Jessie	Accounting Tech II
Romero, Joseph	Micrographic Equip Opr I
Romero, Karen	Bindery Equip Opr III
Romero, Robert	Printer III
Roybal, Rhonda	Storekeeper I
Ryan, Lawrence	Office Manager I
Sanders, Esther	Micrographic Equip Opr II
Schley, Robert	Heavy Equipment Mechanic
Schrambeck, James	Maintenance Mechanic I
Schroeder, Richard	Collections Repr II
Schulter, Kenneth	Program Administrator II
Seiler Jr, Robert	Printer II
Sharp, Cecil	Vehicle Driver
Sisneros, Denise	Admin Assistant III
Slane, Steven	Graphic Designer II
Stempien, Paul	Admin Program Spec II
Stephens, Theresa	Duplicating Equip Opr I
St Peter, Michael	Graphic Designer IV
Sullivan, Terrence	Admin Assistant I
Tangurna, Albert	Printer III
Taylor, Michael	Collections Repr II
Thomas III, Gilbert	Office Manager I
Thordsen Jr, Donald	Admin Assistant III
Tillson, Terrence	Vehicle Driver
Torres, Katrina	Admin Assistant I
Trujillo, Freddie	Office Manager I
Trujillo, Lucy	Admin Assistant II
Trujillo, Victoria	Program Assistant I
Twark, James	Admin Program Spec II
Valdez, Anne	Admin Assistant II
Valdez, Bernie	Admin Assistant I
Vigil, Laura	Micrographic Equip Opr I
Vigil, Pete	Printer II
Webb, David	Vehicle Driver
Whitehurst, John	Bindery Equip Opr IV
Wilkerson, Leta	Admin Assistant III
Wilkerson, Marc	Printer IV
Wilkerson, Stephen	Bindery Equip Opr II
Wilson, Norman	Admin Program Spec II
Wimbs, Charleston	Printer I



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STATE PUBLICATIONS
Colorado State Library