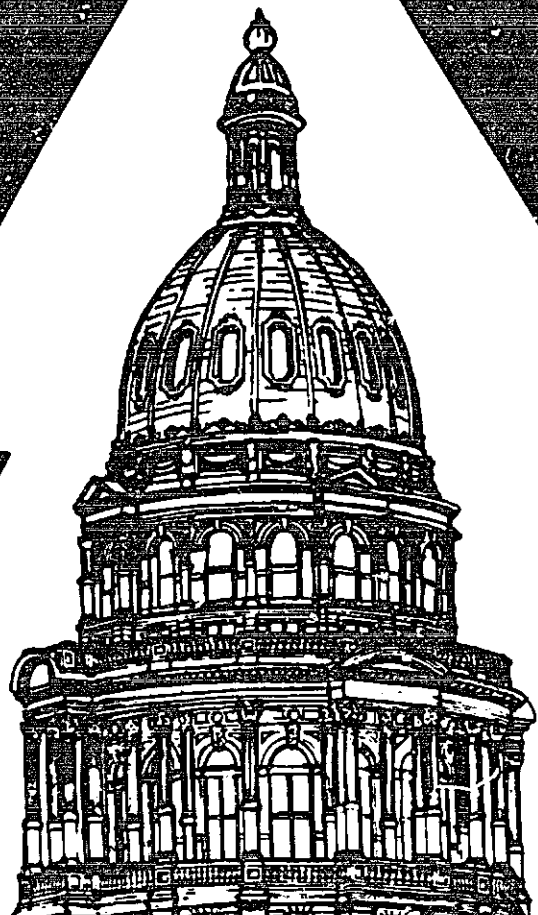


ADA 10.1 / 1985-86

ANNUAL REPORT

DIVISION OF
CENTRAL SERVICES

“86”



ANNUAL REPORT OF THE DIVISION OF CENTRAL SERVICES

for the Fiscal Year ended June 30, 1986

This report has been distributed to:

Governor Richard D. Lamm

Lieutenant Governor Nancy Dick
Office of State Planning and Budgeting

The Colorado General Assembly:

Senator Ted L. Strickland
President of the Senate

Senator Harold L. McCormick
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House Majority Leader

Representative Ruth Wright
House Minority Leader

Members of the House of Representatives

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This annual report, required by Colorado Revised Statute 24-30-1109, was designed, written, set in type, and printed by the:

DIVISION OF CENTRAL SERVICES

Department of Administration
1600 Sherman Street, Suite 1050
Denver, CO 80203

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Jack E. Keene, Director

December 1, 1986

Profile	page 2
Mission	page 3
Goal	page 3
Financial Statements	page 4
Notes to Financial Statements	page 4
Unit Operations	page 9
Appendix	page 21
Account's Letter of Certification	page 21
Personnel Inventory	page 22
Equipment Inventory	page 23
Long Bill Spending Authority	page 22
Price Comparisons	page 24
Division Employees	page 28

The Division of Central Services is a statutory division of the Department of Administration created on June 20, 1977. Enabling legislation is contained in Colorado Revised Statute 24-30-1101 *et seq.* Previous to its legislative creation, the Division operated with authority extended through the executive order of February 17, 1976.

History

A limited, centralized service function existed in 1948 as part of the Division of Purchasing. Regulation of service functions in other executive branch agencies was not one of the charges of this early service function. Approval of equipment acquisitions, likewise, was not part of the operation's authority. The establishment in 1967 of six government print shops in the Capitol Complex is mute evidence of a limited authority level. The mission of this early service organization had severe limits. Printing seems to have been the core of the mission, but mail services were also furnished beginning in 1948.

In November, 1963, Management Study, Report No. 4, *OPERATIONAL REPORTING AND PUBLICATION CONTROL* placed in motion concepts that led to statutes and rules that provided for:

- a. Imposition of centralized control of State printing.
- b. Standardized operational reporting on printing operations.
- c. Forms management.

The Division of Accounts and Control was given the function of coordinating and controlling operational and administrative reports and information.

References to "Central Duplicating" (Division of Purchases) exist in *Printing, Duplicating and Photocopying in Colorado State Government*, April, 1967. During fiscal 1965-1966, thirteen Denver area agencies had in-house printing facilities. Overall equipment utilization was an estimated 23.4 percent of capacity. Analysts suggested an expanded role for the "Central Duplicating Section" and recommended its relocation in the subbasement of the State Services Building, 1525 Sherman Street, Denver. Con-

trol of the operation was to remain with the "State Purchasing Agent." Centralized control of existing service (printing) equipment owned by all other agencies was formally proposed for the first time.

In January, 1975 another study recommending centralized control of service functions was completed. *Management Study of Selected State Services* by the Division of Management Services, Department of Administration, was the blueprint for the present Division of Central Services. This study differed from all previous proposals in both scope and in the degree of control suggested. In addition to the task of providing services for other agencies, central planning, control and coordination of all aspects of service activities were recommended.

On June 20, 1977, Governor Lamm signed into law Senate Bill 285. This bill created the Division of Central Services under the provisions of CRS 24-30-1101 *et seq.*

This annual report has been prepared pursuant to the provisions of Colorado Revised Statute 24-30-1109. This report reflects Division operations for Fiscal Year 1985-1986 and includes, but is not limited to, financial statements, equipment and personnel inventories, present and planned services.

Mission

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, Jefferson, and Denver counties. Support services currently offered include: offset printing, mail and messenger services, microfilm, graphic design, and typography services. The Division also operates a motor pool, vehicle repair service, office supply and forms warehouse and it vends motor fuel.

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 completes the Division's mission. By statute, Central Services is charged to establish central planning, control, and coordination of service activities. The Division has established several management programs: the Office Copier Management Program; the Travel Management Program and the Fleet Management Program and the Service Equipment Request Program.

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

To achieve its mission, the Division plans, coordinates, controls and/or furnishes these support services through what may be described broadly as two types of programs: (1) consolidated service programs, and (2) management programs.

Consolidated service programs are those in which Central Services furnishes the good or service to its customers. Two examples of this type of program are the Main 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 Travel Management Program.

Goal

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 means of a 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 service structure; creating a new service structure; and, contracting privately 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.

The measurement of benefits to Division customers is very straight forward in our consolidated service programs. Benefits are measured in terms of cost, time, and quality of good or service.

In management programs monetary benefits are delivered to the State while such benefits to individual State agencies are less evident. Such benefits can sometimes be measured in terms of fiscal measurements but often require assessment in less tangible terms such as:

- a. Increased levels of service.
- b. Avoidance of the cost of doing business within the private sector.
- c. Cost avoidance.
- d. Fraud prevention and control.
- e. Recirculation of State funds within the government framework.
- f. Potential savings implied in furnishing a particular service. Intensive microfilming of documents, for example, implies savings in the areas of file cabinets, storage facilities, and custodial personnel.

NOTES TO FINANCIAL STATEMENTS

Summary of Significant Accounting Policies

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

In order to insure observance of limitations and restrictions placed on the use of resources, accounts are maintained by the Department of Administration in accordance with the principles of "fund accounting." Resources intended for various purposes are classified for accounting and reporting purposes into funds that operate in accordance with activities or objectives specified. The accrual basis of accounting is followed.

Central Services receives cash-funded appropriations from the General Assembly. Cash funds are appropriated as "augmenting revenues." Actual revenues are recorded as earned.

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

Other Income

"Other income" consists of revenue receipts from a variety of sources other than Division operations. Jury duty, overage equipment sales and prior year adjustments to include previously untaken discounts are some sources of "other income."

ANNUAL PROFIT AND LOSS STATEMENT FOR CENTRAL DIVISION OPERATIONS for year ended June 30,

	1986	1985	1984	1983	1982
Revenues					
Income from operations ¹	\$10,350,931	\$8,397,147	\$8,057,961	\$6,678,339	\$5,792,445
Other income	NA	14,462	14,606	21,962	9,030
TOTAL REVENUES	\$10,350,931	\$8,411,609	\$8,072,567	\$6,700,321	\$5,801,475
Expenses					
Personal services	\$ 2,807,051 ⁶	\$2,376,100 ⁵	\$2,135,035 ⁴	\$1,916,563	\$1,690,794
Cost of goods sold	4,787,151	4,243,280	4,755,051	3,163,625	2,604,224
Operating expense ³	2,008,413	1,511,463	988,024 ²	1,522,009	1,189,927
Depreciation expense	469,672	179,624	127,664	145,370	138,044
Travel expense	4,186	7,388	1,953	2,997	1,954
TOTAL EXPENSES	10,076,473	8,317,855	8,007,727	6,750,564	5,624,943
PROFIT (LOSS)	\$ 274,458	\$ 93,754	\$ 64,840	\$ (50,243)	\$ 176,532
Profit (loss) as a % of Income from operations	2.63%	1.11%	.80%	(.75%)	3.04%
Personal services as a % of Income from operations	27.1 %	28.3 %	26.5 %	28.7 %	29.2 %

¹Eliminates intersectional sales (at cost). For 1986 this amount was \$459,526.

²A change in the method of makeup of Cost of Goods Sold which had previously been presented as Operating expense has resulted in the decline of Operating expense and the increase in Cost of Goods Sold expense.

³Includes indirect costs.

⁴Does not include \$74,615 of compensated absences recorded in Fiscal Year 1984 for 1984 and all prior periods.

⁵Includes \$33,562 for compensated absences liability attributable to Fiscal Year 1984-1985 only.

⁶Includes \$113,116 for compensated absences liability attributable to Fiscal Year 1985-1986 only.

⁷Included in Income from operations.

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

Year	FTE	% Increase (Decrease)	Income From Operations [*]	% Increase (Decrease)	Revenue per FTE	% Increase (Decrease)
1982	87.6	0.3	\$ 5,792,445	9.3	\$66,124	8.9
1983	83.4	(4.8)	\$ 6,678,339	15.3	\$80,076	21.0
1984	93.0	8.9	\$ 8,057,961	20.6	\$86,642	8.2
1985	93.9	.9	\$ 8,397,147	4.2	\$89,426	3.2
1986	110.0	17.1	\$10,350,931	23.3	\$94,099	5.2

^{*}"Income From Operations" reflects total income for fiscal year. "Other Income" is omitted from this figure. For more discussion of "other income", please consult the "Financial Statements" heading in the Table of Contents. In 1986 "other income" is combined with income from operations.

CHANGES IN FUND BALANCE for year ending June 30

	1986	1985	1984	1983	1982
Fund Balance, July 1	\$ 964,209	\$870,455	\$880,231	\$935,658	\$759,125
Profit (loss) on operations for year ended June 30	272,091	93,754	(9,776)	(50,243)	176,533
Designated Fund Balance for self-insurance	28,402				
Donated capital	947			(5,184)	
FUND BALANCE, JUNE 30	\$1,268,016	\$964,209	\$870,455	\$880,231	\$935,658

Liquidity and Capital Resources

The Division's future working capital requirements will be met by short-term loans discussed below. Debt service has grown to an all time high with no relief in sight. This is a reflection of the Division's lack of capitalization at the Division's inception. No liquid assets were used to capitalize the Division with the result that the Division is cast eternally in the role of the borrower. Naturally the cost of debt service is passed on to Division customers with the less than desirable consequence of unnecessarily increased costs for goods, services, and participation in management programs.

SHORT-TERM DEBT INTEREST EXPENSE

For year ended June 30	Interest Expense	Increase (Decrease) from prior year
1982	\$52,159	\$17,974
1983	\$23,447	(\$27,712)
1984	\$47,196	\$22,749
1985	\$74,814*	\$29,618
1986	\$154,607*	\$78,793

*Large increase due to the purchase of vehicles for Fleet Management Program.

The Fleet Management Program is essentially a "pay as you go" leasing program. As such, it is, unlike most other Division management programs, capital intensive. Because Central Services does not have significant capital resources of its own, the capital required to initiate the Fleet Management Program must

be borrowed. The level of capital needed is reflected in the unprecedented levels of debt service expense reached during the period of this report.

Central Service's short-term debt reflects loans and advances made under the provisions of Colorado Revised Statute 24-75-203. Interest bearing loans by the Department of Treasury to agencies funded by revolving funds may be made for purposes of assisting cash flows. Cash shortages are produced by cyclic demand or by dramatic expansion of Division services. Central Services is without capital resources of its own and is thus a borrower under the above citation.

Inventory

Inventory confidence level—the percentage of times orders can be filled from existing stocks—is targeted to remain between 90 percent and 95 percent with some essential items of inventory being maintained at a 100 percent confidence level.

Central Services' inventories are computerized. Positive adjustments reflect that the physical count is more than the balance on the computerized stock record. Negative adjustments reflect physical counts that are less than the balance shown by the computerized stock record. It is considered that all adjustments originated from record keeping errors. No corrective procedures are necessary.

The following depicts increases/decreases in the Division's inventories during the period of this report.

CHANGES IN INVENTORY

for year ending June 30

	Inventory Value	% Of Total	% Change from 6-30-85
Central Stores	\$604,724.01	89.66	+39.46
Camera	\$ 5,875.01	0.87	+12.95
Press	1,310.43	0.19	-57.50
Press paper	38,005.85	5.64	-38.33
Bindery	4,006.15	.059	-1.03
TOTAL PRINT SHOP	49,197.44	7.29	-33.48
Quick Copy	12,682.48	1.88	+1.19
Microfilm	7,885.56	1.17	-12.26
TOTAL	\$674,489.49	100.00%	+27.60

Depreciation

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

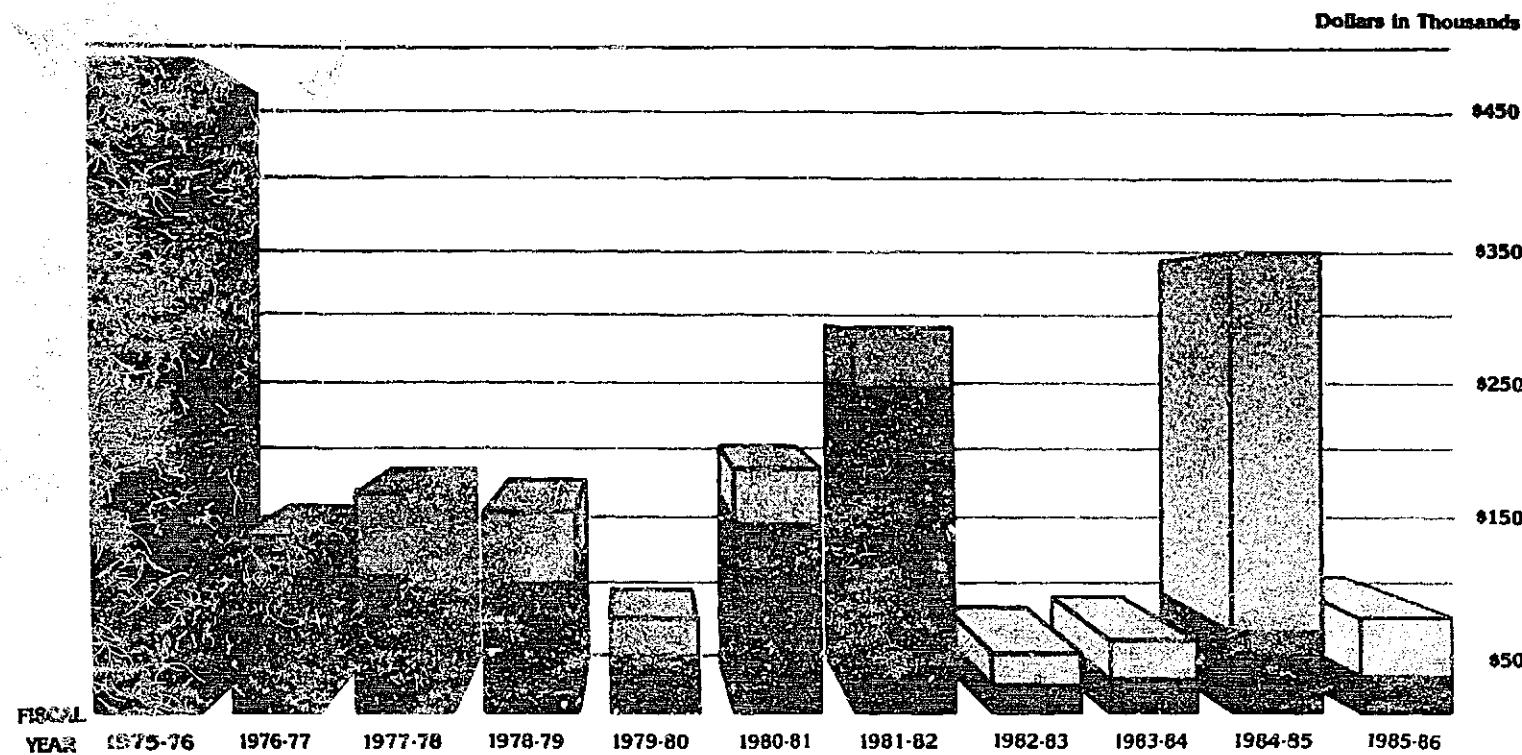
Service Equipment Management Program

The Division's authority as contained in Colorado Revised Statutes 24-30-1104(1)(h) and 24-30-1107 to approve or disapprove acquisition of service equipment by state agencies resulted in 73 Service Equipment Requests being processed by the Division during the period of this report. Disapproved or amended requests resulted in a total savings to the State of \$66,698. This amount includes \$25,100 in current year savings and \$41,598 in annual recurring savings.

The number of requests for service equipment received this year is 73 compared to 59 received last fiscal year.

The Cumulative Cost Savings chart, reflects the history of this program in terms of annual savings to the State in both one-time and recurring savings. The overall total of all savings throughout the life of the SER program is \$1,992,698. Recurring savings are, as a matter of policy, counted only in the year during which they first occurred, they are not accumulated in years following their introduction. The chart reflects both SER savings and other cost avoidances.

ANNUAL SAVINGS
Division of Central Services



FISCAL YEAR	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86
Total Saving	500	139	170	167	68	104	312	48	59	374	60,598
Recurring	435	134	108	94	25	140	43	31	37	63	41
One Time	65	5	62	72	43	43	270	16	19	32	30,598

Leasing Arrangements

Central Services leases certain of its equipment and real property. Equipment is routinely reported in Division inventories including the equipment inventory that appears in this annual report. The majority of the Division's contracts are classified as lease-purchase contracts (time-payment contracts). All pieces of equipment thus acquired are appropriately annotated in the Division's depreciation accounts. Where consistent with the terms of the contract, ownership if not vested in Central Services is reported to the appropriate tax enforcement authorities for tax liability enforcement.

Research and Development Costs

Research and development costs principally for management studies conducted in-house or with contracted specialists are recorded as an expense as incurred, and are carried as administrative expenses to the Division. Recovery of these expenses from operating revenues that accrue as a direct result of the research is never required. Customers therefore bear an insignificant burden for the Division's researches and product/service costs to users is maintained at the lowest possible level.

Revenue Recognition

In government accounting, expenses and revenues are matched to the period in which earned or incurred. All revenue for services performed or goods delivered before the close of the fiscal year is recognized in the reporting for that fiscal year. Such revenue is recognized whether or not it is collected and whether or not its collection date falls within the fiscal year in which it is reported. Collection costs are not a consideration except when collections are performed and accomplished by the Collections Unit of the Division of Accounts and Control (DOA).

CUMULATIVE COST SAVINGS

Division of Central Services

\$2000											\$1,998,198
\$1900										\$1,926,000	
\$1800											
\$1700											
\$1600											
\$1500										\$1,552,000	
\$1400						\$1,456,000	\$1,504,000				
\$1300											
\$1200											
\$1100					\$1,156,000						
\$1000					\$1,044,000						
\$900			\$976,000								
\$800		\$809,000									
\$700											
\$600	\$639,000										
\$500	\$500,000										
\$400											
\$300											
\$200											
	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86
	Fiscal Year										

Rental Equipment

Rental equipment costs for all Division operating units totaled \$760,680 in this fiscal year and include land, buildings, equipment, and fixtures, and leasehold improvements.

Accrued Liabilities

Compensated absences for the period of this report amount to \$113,116. Compensated absence is an accounting recognition of the costs associated with accumulated annual and sick leave. Such leave is recognized as compensated absences and has been earned by employees during the period of this report but has not been used during the period of this report.

Indirect Costs

Indirect Costs are the Division's contribution to Department of Administration operating costs. Assessments are made by the Joint Budget Committee of the General Assembly as a pro rata liability determined by the number of employees in each revolving (cash) funded agency. General Fund agencies are not similarly assessed. Central Services' assessment for the period of this report was \$295,393. This expense is reported with other expenses under the heading "Operating Expense" in the Consolidated Profit and Loss Statement.

DIVISION OF CENTRAL SERVICES CONSOLIDATED BALANCE SHEET

June 30,

	1986	1985	1984	1983
Assets				
Cash on hand	\$ 400	\$ 400	\$ 200	\$ 141,051
Accounts receivable	131,306	96,079	200,938	21,943
Inventories	721,908	571,561	529,876	498,630
Prepaid expenses	12,585	15,320	13,829	698
Equipment	\$6,153,862	\$2,937,530	\$1,427,840	\$1,187,455
Less accumulated depreciation	914,802	702,727	561,353	463,659
Net Equipment	5,239,060	2,234,803	866,487	723,796
Leasehold improvements (Net)	20,802	7,203	13,692	40,559
TOTAL ASSETS	\$6,126,061	\$2,925,366	\$1,625,022	\$1,426,677
Liabilities				
Cash due Department of Treasury	\$3,369,532	\$ 817,506	\$ 28,552	\$ 222,250
Accounts payable	1,116,378	1,017,411	612,321	299,145
Accrued payroll ²	122,075	126,240	94,867	25,051
Deferred revenues	250,060		18,827	
Subtotal - Liabilities	\$4,858,045	\$1,961,157	\$ 754,567	\$ 546,446
Fund Balance	1,268,016	964,209	870,455	880,231
TOTAL LIABILITIES AND FUND BALANCE	\$6,126,061	\$2,925,366	\$1,625,022	\$1,426,677

¹Includes motor vehicles purchased for the Fleet Management Program.

²Includes compensated absences liability.

COMBINED STATEMENT OF CHANGES IN FINANCIAL POSITION

for year ending June 30

SOURCES OF WORKING CAPITAL	AMOUNT
From Operations:	
Net Income (Loss)	\$274,458
Donations to Capital	947
Items Not Requiring Working Capital:	
Depreciation Expense (includes adjustments to accumulated depreciation)	209,587
Working Capital Provided by Operations:	\$484,992
Increase in Long-term Debt	0
Total Sources of Working Capital	\$484,992
USES OF WORKING CAPITAL	
Purchases of Equipment	\$(4,090,193)
Net Increase (Decrease) in Working Capital	<u>\$(3,605,201)</u>
ELEMENTS OF NET INCREASE (DECREASE IN WORKING CAPITAL)	
Current Assets - Increase (Decrease)	
Cash	\$(2,552,026)
Accounts Receivable	34,907
Inventory	150,347
Prepaid Expenses	(2,415)
CURRENT LIABILITIES - DECREASE (INCREASE)	
Accounts Payable	\$(1,143,110)
Taxes Payable	9,102
Deferred Revenues	(226,640)
Lease - Purchase	154,440
Compensated Absences	(4,937)
Self-insurance	(24,869)
NET INCREASE (DECREASE) IN WORKING CAPITAL	<u>\$(3,605,201)</u>

UNIT OPERATIONS

9

Each of Central Services' eleven 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 operating units are made at undiscounted rates.* This includes the full cost of all materials, labor and overhead for all services. Each of the

operating units is listed in this part of the Annual Report in order of the size of its contribution to Central Services' gross income, largest contributor first.

**Some commodities are maintained administratively in Central Stores' inventory as a matter of convenience in order to avoid multiple inventory structures. These are taken from inventory by the consuming Central Services units at cost.*

ANNUAL PROFIT AND LOSS STATEMENT FOR EACH SERVICE FUNCTION

for year ended June 30,

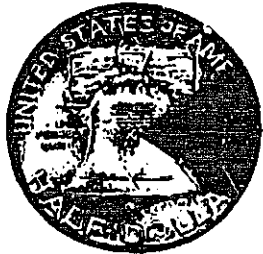
	Mail Services Section	Central Stores	State Print Shop	Office Copier Management Program	Quick Copy Centers	State Motor Pool	Design Center	State Microform Services	Misc. Services	Telephone Directory	Travel Management Program	Fleet Management	North Campus
1985-86													
Income	\$3,311,063	\$2,339,157	\$1,213,017	\$964,257	\$514,359	\$366,313	\$354,473	\$183,881	\$13,183	\$3,541	\$2,973	\$1,023,319	\$61,395
Expenses	3,217,464	2,275,674	1,143,615	964,783	437,430	362,006	337,543	190,312	4,894	34,577	64,727	976,298	67,150
Profit (loss)	\$93,599	\$63,482	\$69,402	\$(526)	\$76,929	\$4,307	\$16,930	\$(6,431)	\$8,289	\$(31,035)	\$(61,754)	\$47,021	\$(5,755)
1984-85													
Income	\$3,129,457	\$2,002,770	\$1,037,589	\$875,834	\$468,812	\$423,834	\$348,143	\$108,708	\$7,776	\$8,684	0		
Expenses	3,054,023	2,001,609	1,018,628	837,589	429,771	501,427	338,328	107,532	7,013	20,371	1,561		
Profit (loss)	\$75,434	\$1,161	\$18,961	\$38,245	\$39,041	\$(77,593)	\$9,815	\$1,176	\$763	\$(11,687)	\$(1,561)		
1983-84													
Income	\$3,274,031	\$1,925,526	\$938,806	\$793,388	\$379,339	\$348,418	\$242,957	\$124,103	\$31,093				
Expenses	3,222,217	1,937,669	963,921	768,955	337,853	345,496	221,628	168,963	40,727				
Profit (loss)	\$51,814	\$(12,143)	\$(25,115)	\$24,443	\$41,486	\$2,922	\$21,329	\$(44,860)	\$(9,634)				
1982-83													
Income	\$2,449,613	\$1,588,905	\$934,665	\$738,263	\$330,985	\$299,307	\$187,139	\$99,363	\$4,244				
Expenses	2,450,837	1,540,897	962,277	754,862	332,119	296,764	177,160	134,380	5,431				
Profit (loss)	\$(1,224)	\$48,008	\$(27,612)	\$(16,599)	\$(1,134)	\$2,543	\$9,979	\$(35,107)	\$(1,187)				
1981-82													
Revenue	\$2,222,101	\$1,172,439	\$888,162	\$678,319	\$287,157	\$222,657	\$168,379	\$81,013	\$2,248				
Expenses	2,193,680	1,164,611	813,324	626,832	251,939	229,857	144,751	104,077	1,245				
Surplus (Deficit)	\$28,421	\$7,828	\$74,838	\$51,487	\$35,218	\$(7,200)	\$23,628	\$(23,064)	\$1,003				

Mail Services Section



"Plans for 86-87 Include the Creation of a Package Delivery Section, and the Marketing of Mailing List Maintenance Services."

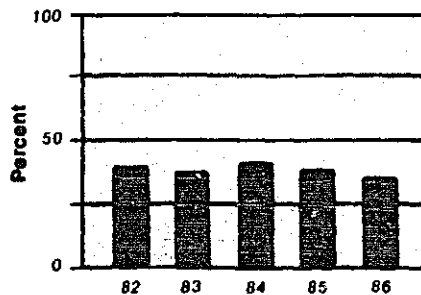
Mail Services' share of the total annual State expenditure for mail services.



\$3,311,063

\$15,353,612* *CLEAR system figure.

Mail Services' contributions to Central Services' total revenues.



Division of Central Services' Mail Services Section has been in existence since before the statutory creation of the Division in 1977. We have two locations within the Capitol complex, the State Capitol Annex building and the State Services building. From these two locations, we handle an average of 15 million pieces of incoming, outgoing, and interdepartmental mail annually, and we originate mail routes with 30,000 messenger stops each year.

Our services are varied. In addition to the services described above, we also furnish folding, labeling, and presorting services, and special messenger services. Incoming mail processing services are extended to several government agencies, the largest being the Department of Revenue.

We have a staff of 40 employees that consists of both full-time and part-time employees. Our staffing has remained at this level for the past two years, while the demand for services has risen 26.3 percent.

During Fiscal Year 1985-1986, Mail Services Section experienced a 2.8 percent profit. The average cost per unit of productivity was \$.09 while profit per unit of productivity was \$.006. Our prices are competitive and have remained stable for the past two years. There are no planned price increases for the next two years.

Indirectly, we have saved the State the cost of unnecessary personnel and equipment within each of the State agencies. Through our presorting contract, we have saved the State \$143,000 for FY 85-86.

Plans for the fiscal year 86-87 include the creation of a package delivery section, and the marketing of mailing list maintenance services.

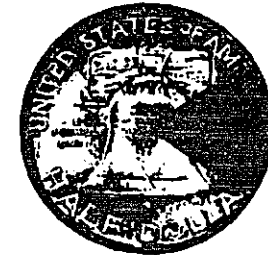
Kathleen Pennucci
Manager

Central Stores



"We Provide More Efficient Purchasing Than Usually Can Be Obtained By Small Government Units."

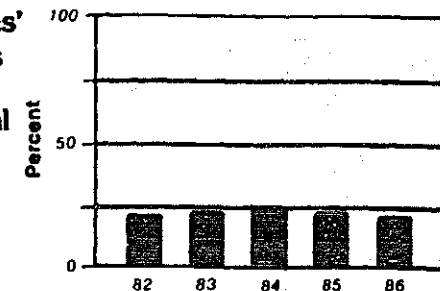
Central Stores' share of the total annual State expenditure for office supplies.



\$2,339,157

\$14,300,149* *CLEAR system figure.

Central Stores' contributions to Central Services' total revenues.



Central Stores is a supplier of office supplies and forms for State of Colorado governmental units, and political subdivisions within the State of Colorado. Central Stores is located at 1001 East 62nd Avenue in a State-owned facility.

In December of 1985, the Division of Central Services took over the management of the Old North Campus of the Community College of Denver. This facility is located at the corner of 62nd Avenue and Downing Street. Central Stores will be moving into this facility in the fall of 1986.

The space designated for Central Stores' use in the facility at 1001 East 62nd Avenue is currently under renovation. Central Stores will occupy the rear one-third of the building consisting of 11,500 square feet. Plans are being prepared to install a truck-level loading dock. The new facility, with its new loading dock, will provide more convenient access to Central Stores for both vendors delivering products and Central Services' Mail Services to remove completed orders for delivery.

Central Stores stocks a variety of office supplies and forms. There are approximately 850 different office supply items in inventory. These items are the most commonly used supplies. In addition to office supplies, Central Stores stocks forms for the use of several departments. The most used forms are those that are stocked for the Division of Accounts and Control to access the Central Accounting System. Additionally, Central Stores stocks forms for the Division of Archives, the Division of State Buildings, the Department of Labor and Employment, and the Department of Social Services. Central Stores also stocks the forms that are necessary for using the services provided by the Division of Central Services.

In addition to the other office supplies and forms, Central Stores also stocks publications for the Department of Revenue, Department of Social Services, Division of Plant Industry (DOAg), and the Division of Real Estate (DORA). These publications are primarily for sale to the public. Various divisions and departments sell these forms through Central Stores in order to take advantage of Central Stores' specialization in inventory control and ordering. They also use Central Stores' order processing procedures. By stocking these publications for sale to the public,

many State agencies are able to avoid the management costs involved in operating a small cash fund within a general funded department. They also are able to avoid investment in significant inventories.

Central Stores maintains an inventory with a value of approximately \$600,000. Inventory value at the end of FY 86 was \$604,724. This is up 40 percent from the inventory level at the end of Fiscal Year 1984-1985. A majority of this inventory increase is due to the additional inventory stocked for the Department of Social Services.

Central Stores furnishes several benefits for its customers both within State government and other governmental units within the State. Within State government, Central Stores allows a reduction in the number of stockrooms and FTE employees required in the storekeeping capacity. Central Stores provides an easy ordering process, a wide range of products and convenient delivery and billing. Stores bills directly through the Central Accounting System. The cost to the State of processing vouchers and warrants is eliminated. To those customers outside the State government, Central Stores is a convenient, inexpensive source for office supplies. Due to Central Stores specialized nature and size, we provide more efficient purchasing than usually can be obtained by small governmental units. Central Stores sells all its items on a cost plus markup basis. This markup is currently 21.9 percent, which is considerably below the industry average in the office supply business. For those items sold on a cash basis to the public, Central Stores is the only available source. Items sold to the public include the Real Estate Manual, tax publications, child care center publications, and pesticide applicator study materials.

Central Stores currently processes all requisitions through a computerized on-line inventory processing system. This system was written by the Systems Development and Maintenance (SDM) personnel of GGCC. In FY 87, Central Stores and SDM plan to expand this on-line processing capability to include reorder notification and processing. This new addition will notify Central Stores when an item has reached its reorder point, print out a listing of those items that need to be ordered, and list the

most economically advantageous quantity to order. The development of this system will take many months and should go into effect in FY 88.

Due to the layout of the new facility at 1001 East 62nd Avenue, Central Stores plans to implement a more direct package processing delivery system in cooperation with Mail Services. This system will greatly increase our ability to provide services to additional customers within the Denver metropolitan area. If such increases do occur, Central Stores should increase its business considerably in FY 87.

Michael J. Renth
Manager

State Print Shop



"Quality Printing and Rapid Turnaround Time Will Continue To Be The Primary Goal."

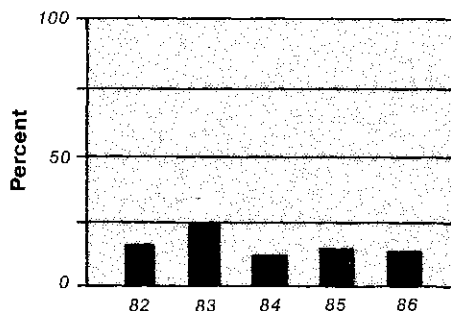
Print shop share of the total annual State expenditure for printing.



\$1,213,017**

\$17,979,425* *CLEAR system figure.

State Print Shop contributions to Central Services' total revenues.



The State Print Shop is located in Room 28 of the State Services Building, 1525 Sherman Street. The main service functions of the shop are camera, press, and bindery, which are equipped with the latest state-of-the-art equipment to provide the printing services that government agencies require. Quality printed materials are produced by 20 employees who are committed to providing the most efficient and timely service possible.

The standard unit of measure used in the Print Shop is the impression, and is a printed page consisting of one side of an 8 1/2 x 11 inch sheet of paper. During this fiscal year 82,000,000 impressions were produced for an average of 7,200,000 impressions each month. These impressions were produced at an average cost of \$.015 each. Average turnaround time per job was six working days.

Customer demand increased 23 percent in FY 85-86. This demand was satisfied through the use of temporary employees, overtime, and more effective use of present FTE.

The main types of products produced are letterhead forms, reports, brochures, booklets, posters, inserts, and newsletters. These products assist state agencies in doing a more effective job of communicating with the public.

During the coming fiscal year, no major pieces of equipment or additions of FTE are contemplated. In order to maintain the quality of customer service that user agencies have come to expect, temporary help will be utilized when workload and deadline factors indicate the necessity. Quality printing and rapid turnaround time will continue to be the primary goal.

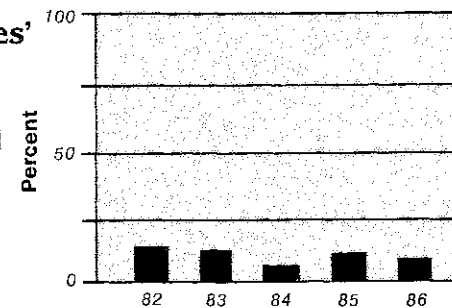
Robert O'Lear
Manager

Copier Services Program



"Good Quality and a Large Variety of Equipment To Meet a Variety of Copying Needs"

Copier Services' contributions to Central Services' total revenues.



The Copier Services Program was developed to provide quality office copiers and supplies to State agencies at reasonable prices. The Copier Services Program provides or approves the acquisition of office copiers that meet customer needs, and negotiates contracts for copiers and supplies at the most economical price. In the Capitol Complex, through the shared usage concept, agencies large and small have available to them a variety of equipment to meet their copying needs.

The copier program benefits the State through the control of copier proliferation, maximizing copier use, and controlling acquisition of costly accessory equipment. Overall copier use is held in check by the availability of cost effective alternatives to the office copier.

When copiers were initially centralized, there were approximately sixty copiers placed throughout the Capitol complex system with a copy volume of 14,000,000 annually and a revenue of \$500,000. In 1985-86 copiers numbered 115 with an annual copy volume of 24,000,000 and revenues of \$950,000. The service area has been expanded to include the entire Denver metropolitan region.

The Copier Services Program has saved the State more than \$1,000,000 during the past seven years through improved management of copiers, and reduction of the cost of equipment and supplies.

Some features of the program are:

1. **Good quality and a large variety of equipment to meet a variety of copying needs.** In addition to the copier in your immediate area which is selected to best meet your general needs, a matrix of copiers has been designed in each State building to meet the most demanding of requirements.
2. **Superior and faster maintenance.** Copier Services Program monitors the quality of maintenance and repair service and requires that vendors respond to service calls in no more than four hours. The quality of service and service response time is superior to that received by any business in the Denver area.
3. **Reduced cost of equipment and supplies.** Copier Services Program initiated and implemented procedures and contracts which have significantly reduced the cost of equipment and supplies. This has resulted in low per copy costs.
4. **Quality control of equipment and supplies.** Copier Services Program evaluates all new equipment and supplies on the market, and selects the best quality equipment to meet the needs of its customers.

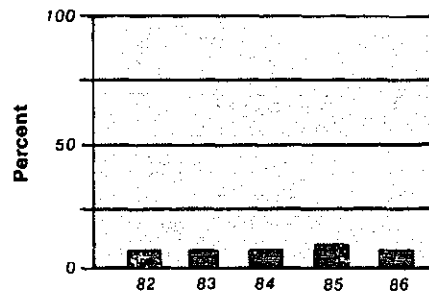
5. **Professional, experienced management.** This not only relieves each agency of the management tasks of obtaining and maintaining a copier, but also prevents costly errors due to inexperience. Copier Services Program provides benefits that only a centralized program can achieve:

- a. **Technical Expertise**-to solve copier application problems.
- b. **Flexibility**-to meet changing requirements.
- c. **Responsiveness**-to customer needs.
- d. **Influence**-with vendors to see that your problems with your copier are solved in a satisfactory and timely manner.

Quick Copy

"The Objective is To Produce Reasonably Priced Copies of Good Quality When the Customer Wants Them."

Quick Copy contributions to Central Services' total annual revenues.



Quick Copy centers were established to fill the need for an alternative to the office convenience copier and the State Print Shop. The centers were developed to provide copying services that were too large for office convenience copiers and too small to be cost effectively produced by the print shop. The primary objective of these centers is to produce low cost copies of good quality on a while-you-wait basis. All customer surveys performed to date indicate the centers are performing to a high degree of satisfaction.

In FY 85-86, four centers were in operation within the Capitol Complex area, each equipped with the latest state-of-the-art Xerox 9000 series duplicators. Twenty-four million copies were produced by the six FTE assigned, generating \$500,000 in revenues.

In FY 1986-87, plans are to add a fifth quick copy center and an additional FTE. This center is expected to be located at 251 East 12th Avenue to support the Department of Labor and Employment.

Evaluation of Quick Copy

1976-77

2 offset presses
4.0 FTE
3 million copies yearly
\$230,000 revenue yearly

1978-82

3 Xerox 9200/9400 high speed duplicators
4.0 FTE
16 million copies per year
\$287,000 revenue yearly

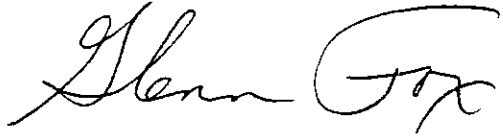
1983-86

5 Xerox 9210/9900 high speed duplicators each with enhanced copy quality development systems.
7.0 FTE
24 million copies per year
\$500,000 revenue yearly

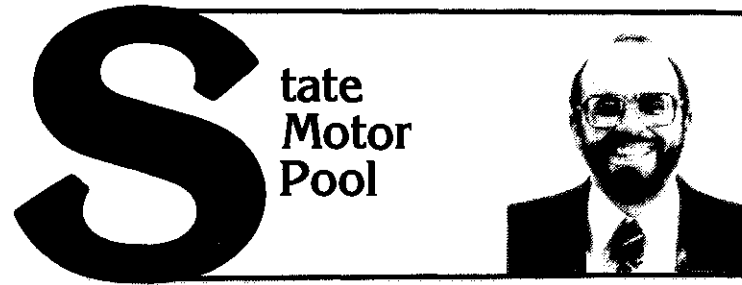
The objective of Quick Copy is to produce reasonably priced copies of good quality when the customer wants them. All customer surveys to date have rated Quick Copy first among division programs. That means we are fulfilling our objective.

There are several reasons why Quick Copy is rated number one:

1. Well trained and motivated operators.
2. Prices are more than competitive.
3. Superior copy quality.
4. Fast turnaround.

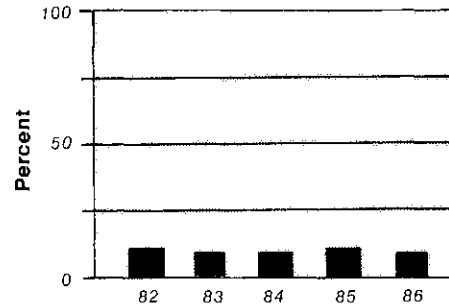


Glenn Fox
Manager



"Vehicles Come Equipped With Air Conditioning, AM Radio, Cruise Control, Power Steering, and Automatic Transmission."

Motor Pool contributions to Central Services' annual total revenues.



The State Motor Pool of Colorado is located at 1555 Sherman (alley entrance). It was formerly named the Interagency Motor Pool. Its mission is to rent economically priced vehicles for a period of three months or less to State agencies that need transportation to conduct their State business. The Fleet Management Program leases state vehicles for three-month or longer periods of time.

The State Motor Pool has available for rental 49 late model vehicles, all fully equipped and with low mileage. During FY 85-86, 29 new replacement vehicles were added to the State Motor Pool:

Quantity	Year, Make & Model
25	1986, Dodge Aries Sedans
2	1986, Dodge Aries Station Wagons
1	1986, 12-passenger Dodge Van
1	1986, 8-passenger Ford Aerostar Van

These purchases demonstrate the Division's commitment to late model, safe, reliable, and efficient vehicles for official government missions.

The State Motor Pool employs 1.5 full-time employees, one part-time employee who is an inmate of the Department of Corrections and one part-time, temporary employee.

The average annual mileage among the 49 vehicles assigned to the Motor Pool was 17,245 miles per vehicle. More than 2,251 vehicle requisitions were processed during the fiscal year. These figures are very nearly equal to those of the previous year.

The Motor Pool decreased in size from the previous year by eight vehicles. This was due to the fact that Fleet Management took over all long-term vehicle rentals on September 1, 1985. Eight fewer vehicles were required to satisfy customer demand in the short-term vehicle rental area.

Motor vehicles travelled 844,991 miles at an average cost to the State of \$.21 per mile. On most out-of-town trips, this cost per mile drops to \$.19 per mile which is less than the \$.20 per mile reimbursement rate for State employees driving their personal cars.

State Motor Pool vehicles come equipped with air conditioning, AM radio, cruise control, power steering, and automatic transmissions.

The customers for the State Motor Pool come primarily from agencies located in the Capitol Complex area. The convenient location allows for easy vehicle pick ups and returns with no parking problems. Many man hours are saved by State agencies as they do not have to take extra time for the maintenance, record keeping, parking, gassing, and cleaning that goes with having a permanently assigned vehicle.

Vehicle Usage FY 1985-86

Vehicle Days*	Status	% of Available Days
9,915	Charged to customers	79%
1,752	Available but not charged	15%
781	Repair and maintenance	6%
12,448	TOTAL AVAILABLE	100%

*A vehicle day is the number of vehicles assigned to the Motor Pool for customer use multiplied by the number of business days in the fiscal year.

All Motor Pool vehicles were enrolled in the Fleet Management Program on July 1, 1985. These vehicles were then leased back to the Motor Pool on a long-term assignment with rates that include all maintenance, gas and insurance.

No changes are planned for Fiscal Year 1987-88. Operating policy will continue to emphasize furnishing the finest possible service at the lowest possible prices to our client agencies. Our completed updated fleet is an expression of our service commitment.

Fleet Management

"The Program is Providing New Vehicles, a State Network of Service Outlets, a Comprehensive Insurance Program."

Fiscal Year 1985-86 was a successful year. Fleet Management began the year with 200 vehicles in the program. It concluded the year with 1,000 vehicles in the program, of which 653 were purchased new. The fleet program realized considerable savings for FY 85-86 as a direct result of efficient management operations.

The program employed five full-time workers and several part-time workers through the Division of Correctional Industries (DOC) and various county programs assisting the disadvantaged to re-enter the work force.

The program is benefiting agencies and institutions statewide by providing new vehicles, a state network of service outlets, a comprehensive insurance program, and a management operation that tracks abuse, vehicle costs, accounts payable, personal and business miles.

This is the first program of its kind offered by the Division of Central Services. Not only is it statewide, but it is also management-oriented as opposed to the traditional production-oriented units that comprise the balance of the Division. The program has been well received by participating agencies. As a result, the program is expected to double in size in FY 86-87 with over 2,000 vehicles in the program.

State Garage

"The Mission of the State Garage is to Provide Fast, Low Cost, and Priority Repair and Preventive Maintenance Services for Vehicles."

The State Garage is located at 1001 East 62nd Avenue. It was moved there on December 1, 1985 from its previous location at 3760 East 40th Avenue. At the end of Fiscal Year 1985-1986, the State Garage opened a second location at its original site—1555 Sherman Street. The new location of the State Garage is an ideal site as it was the former location of the automotive shop of the Community College of Denver. The Garage also added alignment and diagnostic equipment during FY 85-86.

The mission of the State Garage is to provide fast, low cost, and priority repair and preventive maintenance services for vehicles in the Fleet Management Program. It also services vehicles owned and operated by other State agencies.

The State Garage has four full-time employees and has experimented with using correctional inmates from Camp George West over the past fiscal year. Inmates are used in shuttling vehicles back and forth from the Garage to the Capitol Complex and for performing minor vehicle maintenance.

Fiscal Year 1985-1986 reflected a total repair income of \$111,026.64 which is a five percent increase over the previous fiscal year. Higher revenues are predicted in fiscal year 87 as State drivers become used to the new location which is six miles north of the Capitol Complex.

State agencies can achieve significant savings by using the State Garage. The labor rate in FY 86 was lower than rates in private repair facilities. The State Garage also passes on the benefit of its volume parts buying to its customers. All parts, supplies, tires, and auto glass are provided at the State award price or at wholesale or jobber prices.

In FY 86-87, increased emphasis will be given to marketing of the downtown service location and increased efficiency by all service personnel.

State Gasoline Sales Unit

The State Gasoline Sales Unit is located in the alley behind 1555 Sherman Street. Its mission is to provide a convenient location for economically priced unleaded gasoline for State-owned motor vehicles.

No FTE is employed by State gasoline sales. This self-service operation is managed by the Motor Pool Unit.

A total of 69,948.1 gallons of unleaded fuel were sold in FY 86, which is a decrease of 6,796 gallons from the previous year. One reason for this decrease is that the State is putting more fuel efficient vehicles on the road through the Fleet Management Program.

Fiscal Year 1987 will see the introduction of a State-wide, automated, card controlled, fuel management system in cooperation with the State Department of Highways. All State agencies will participate in, and use this new program for vending motor fuels.

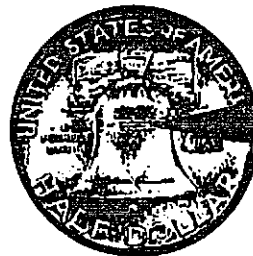
State Gas Sales will be able to provide to agencies, for the first time, invoice information that shows vehicle license plate number, gallons of fuel dispensed, date, driver and the dollar amount of each transaction. All of this information will be captured automatically by the computer installed in the pumps.

James Twark
James Twark
Manager



"Many Dollars Can Be Saved by Utilizing Microfilm to Store and/or Manage Agency Records."

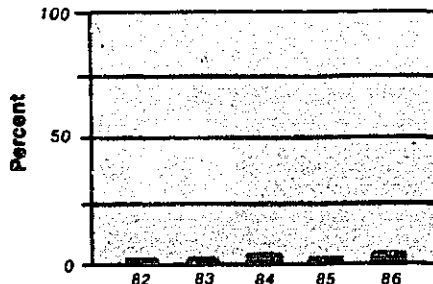
Microform Services' share of the total annual State expenditure for microfilm services.



\$183,881

\$3,130,304 * "CLEAR system figure."

Microform's contributions to Central Services' total annual revenues.



Last year the Microform Unit was moved to 1001 East 62nd Avenue. Expiring leases necessitated the move.

The unit microfilms documents for State and local agencies and governmental units. Produced are roll microfilm (16mm, 35mm), 105mm microfiche, jacketed microfiche, aperture cards, and roll film in cartridges. The unit also furnishes diazo and silver duplicate copies, and silver positive film.

The newest product introduced is the 105mm microfiche. This fiche is produced with a step-and-repeat camera. The quality is excellent, allowing for micropublishing of camera output. The camera also allows formatting the records in a predetermined form.

The FTE level for last FY fluctuated between five and eight. Production levels for various types of work are as follows: 2,422,888 exposures on our rotary cameras, 71,260 exposures on our planetary cameras, totaling 1,270 rolls of film.

We also duplicate film, both from original films we generate and those other agencies generate. We duplicated 3,900 rolls last year. We processed a total of 4,490 rolls of exposed film on our processors.

The volume and revenue for the unit has increased about 40 percent from Fiscal Year 1985-1986. One reason for this is the realization that many dollars can be saved by utilizing microfilm to store and/or manage agency records. Space, file cabinets, and employee filing time are reduced with microfilm.

This year, a new step-and-repeat 105mm microfiche program was introduced. Customers range from State agencies to police departments, school districts, and county governments.

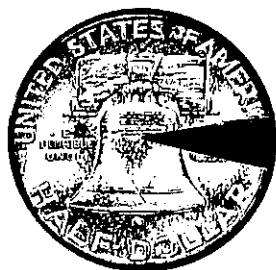
Jon Goldstein

Jon Goldstein
Manager



"Designers have the Experience and Versatility to Create Graphic Design, Photography, and Computer-Generated Graphics for Publication or Visual Needs."

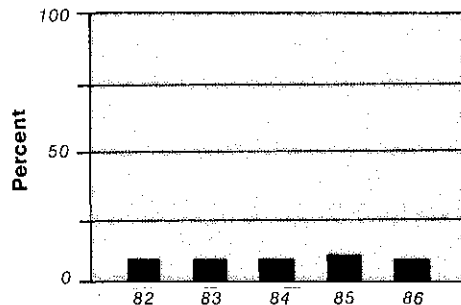
Design Center's share of the total annual State expenditure for graphic design services.



\$354,473

\$6,103,329* *CLEAR system figure.

Design Center contributions to Central Services' total annual revenues.



The Design Center is conveniently located in the State Services Building at 1525 Sherman Street, Room 590. Most of its clientele are located in the Capitol Complex, although there is activity from the Departments of Health and Public Safety, and the Division of Wildlife (DONR). Other state and local government agencies throughout the state also use the Design Center.

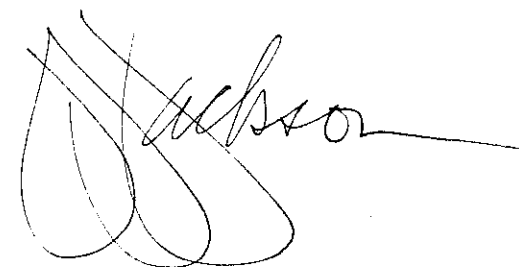
Our designers have the experience and versatility to create graphic designs, photographs, and computer-generated graphics for publication or presentation needs. With five designers and two typesetters assigned, the Design Center has a combined total of more than 60 years of experience in graphic arts. This experience includes a wide variety of applications, such as direct mail advertising, brochures, publications, annual reports, co-op advertising, and catalogs. These professional designers can create most items from simple letterheads and logos to complex displays, publications, and presentations. During peak work loads, the Design Center may employ temporary typesetters to meet their client's deadlines.

The need for design services continues to grow from year to year. The Design Center showed an increase in business of 17.5 percent in FY 85-86. Materials cost and other costs for outside services were reduced by 13.7 percent. While the Design Center's hourly rate has remained stable over the past two years, the national average has risen by more than 12 percent. The average cost for commercial graphic design services in the Denver metropolitan area is almost double that of the Design Center. Thus its pricing policy makes the Design Center an attractive option in terms of price and convenience.

During the fourth quarter of FY 85-86, the Design Center purchased equipment which will enable it to create high quality computer-generated graphics at about one-half the price state agencies are presently spending for the same services.

Computer-generated graphics can be produced as 35mm full color slides, overhead transparencies, and also video tape output. Because of the ability to produce these at such a low price and to sustain high quality levels, it is anticipated that slide and overhead transparency business will double in FY 86-87.

One item of concern for the Design Center is the rise of desk top publishing. Personal computers and software prices are dropping, making their acquisition more attractive, although quality continues to be inferior to typesetting. In order to achieve typesetting quality, laser printers costing upwards from \$10,000 to as much as \$50,000 would be needed. The Design Center is exploring the idea of offering a high quality printout service for desk top publishers. State agencies would then be able to obtain quality printouts at significantly lower price.



J. J. Jackson
Manager

Telephone Directory



parallel systems kept by institutions of higher education. While manual entry of personal listings was kept to a minimum, the Directory required merging of over twenty different computerized data sources. This complex task required the support of the Department of Personnel and specifically the Computer Systems Division. The 1986 Directory, then, is testimony to the benefits of interagency cooperation. With an error rate of only eight percent, the directory has established a high standard of data integrity for future editions.

The Directory is supported by advertising sales rebates from the publisher. The 1986 edition reflects a weak sales effort on the part of a vendor that lost its principal executive officer and founder and went through a period of internal disarray. A new publisher is being sought by way of a Request for Proposal to be let in the next fiscal year. The rebate from the 1986 directory amounted to only \$1,176. Previous editions have produced rebates several times greater, so this downturn in revenue should prove temporary.

Norman Wilson
Manager

"1986 Edition Provides a Comprehensive, State-wide Compilation of Virtually All State Employees, Some 50,000 Listings."

As a service to other government agencies, Central Services produces the *State of Colorado Telephone Directory*. The 1986 edition provides, for the first time, a comprehensive, state-wide compilation of virtually all State employees, some 50,000 listings. In addition, the Directory includes organizational listings of all locations from which the State conducts business. These organizational listings are based on the *State of Colorado Organizational Chart* also produced by the Division. Owing to its unique role as the only state-wide reference of its kind, the State Directory also lists state-created entities such as exempt organizations and interstate compacts, district attorneys' offices, and county offices and officials. The Directory also carries over seventy "hot line" and information listings. In many ways, the directory approaches being an atlas to State government.

The Directory has begun to feature some aspect or activity of state government through a cover photograph and companion article. The 1986 edition highlighted the staff functions of the General Assembly. Future editions will feature the State's microwave telecommunications system, the state fair, and the Cumbres & Toltec Scenic Railway.

Compiling a state-wide directory required creating new methods of data collection. Unlike previous Directories, the 1986 edition used records from the Personnel Data System and

Travel Oversight Office



"The Principal Benefit of this Program is the Improvement of Travel Budget Performance at the Agency Level."

The Travel Oversight Office was officially established on July 1, 1985. During the first week of October, simultaneous awards were made by the Division of Purchasing to Professional Travel Corporation and Citicorp Diners Club for two separate, but interlocking contracts. Specifications for these contracts were made so as to support the goals of the Travel Management Program. The contract with Professional Travel was signed on December 23, 1985; the Diners Club contract was signed on December 31, 1985.

The principal benefit of this program is the improvement of travel budget performance at the agency level. We believe that consolidation of travel related purchases will result in increased levels of official travel at no increase in travel costs. Fiscal performance will improve by \$2,580,000 annually. A one-FTE oversight function has been created. It operates out of Division headquarters at 1600 Sherman Street, Suite 1050, Denver.

The months of October and November of 1985 were utilized to prepare a written handbook entitled *Traveler's Guide* and all training materials to be used in orienting State agencies. Several public relations functions were held to build good will for the program and stimulate demands for information.

Phase-in began on December 10, 1985. The first orientation session was held for the Department of Administration and various other agencies located in the State Services Building, 1525 Sherman Street. Presentations continued throughout the winter and spring, on a department by department basis. At the completion of their orientation sessions, each agency was considered to be fully operational within the program.

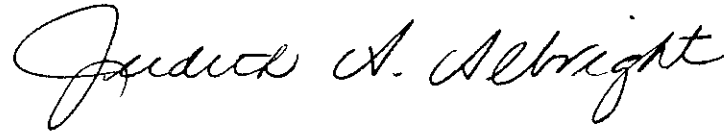
By June 30, 1986, orientations for 19 departments were complete. Remaining were the Department of Health and certain institutions of higher education to include:

Metropolitan State College
University of Colorado Health Sciences Center
University of Colorado, Colorado Springs
University of Northern Colorado
Community College of Aurora

Phase-in for these institutions could not be completed prior to the close of the Fiscal Year because of the unavailability of the faculty during the summer months.

The Travel Oversight Office was established primarily as a control point for the Travel Management Program. Duties of the Travel Administrator include implementation of the program (including all training), contract compliance, enforcement monitoring, customer service, public relations, and on-going educational efforts. Plans for the program are to complete orientations, monitor service levels, and gather information for purposes of negotiating rate-favorable contracts with vendors. Further efforts will also be made toward informing local governments of the availability of the State contracts. According to the provisions of both contracts, local governments may participate at their option. Letters of intent were received from the City of Fort Collins and Poudre R-1 School District in Fort Collins indicating their interest in taking advantage of both contracts. On June 10, 1986, both were oriented, and officially became part of the program.

As of June 30, 1986, \$3,411.64 had accrued from PTC in the form of rebates on domestic airfares. It is expected that the amount of the rebate will increase as orientations are completed. By the end of the Fiscal Year, the program was still too new to be producing significant rebates.



Judith A. Albright
State Travel Administrator



“Mission of the Division of Central Services is to Provide Commonly Used Support Services to State Agencies as Efficiently and Economically as Possible.”

The mission of the Division of Central Services is to provide commonly used support services to State agencies as efficiently and economically as possible. The function of the marketing program is to make agencies aware of these services and to increase their utilization of them, and, therefore, reduce the cost to the State for these services.

The number of organizational units which use Central Services, and the amount of funds allocated for support services which these agencies spend with the Division has grown at an average rate of 12 percent per year. This year that growth is 23 percent—a new high for Central Services. However, there are still many agencies which do not as yet utilize Central Services or which spend only a small percentage of their funds allocated for support services with the Division. For example, the combined allocated funds for the major services offered by the Division—mail services, office supplies, and printing/graphics—is \$53,736,515*. Only 13 percent of these funds, or \$7,217,710*, was spent with Central Services.

Market research is developed and conducted by the marketing program. Surveys are conducted periodically on how well we are meeting our customers' needs, what additional services or products they would like us to provide, and surveys are conducted to determine customer satisfaction with the goods, services, individual units, and the Division itself. On the last survey, customers indicated they were “Quite Satisfied” (averaging 7.01 on a 10 point scale) with the products and services of Central Services; this is a 15 percent increase in satisfaction from the previous *Divisional Survey*, 1983. The survey is used as a self analysis to determine the increase or decrease of customer satisfaction with the Division as a whole and with the individual units, to test the success of changes and programs, and to determine areas of dissatisfaction so that they may be corrected or improved.

The marketing program is also concerned with improving customer relations. Training programs have been conducted for the Division's employees at least once a year since 1982, and customer relation factors are included in employee performance plans.

*CLEAR system figures.



Michael Lafferty
Manager

Quality

Control and Customer Services



“Major Emphasis Has Been Directed at the Development and Implementation of In-house Quality Assurance Programs.”

In the past several years, the major emphasis within the Quality Control area has been directed at the development and implementation of in-house quality assurance programs. These programs were designed to provide mechanisms within each operating unit of Central Services to regularly inspect and monitor their own operations. Their intent is to increase customer satisfaction.

These programs are now in place and providing the expected improvements in quality in Division services. While receipt of complaints cannot be the sole measure of performance for the Division, it is important to note that complaints regarding service are significantly reduced.

With these quality assurance programs successfully implemented, the thrust of this Section will be redirected at problems related to customer satisfaction. Recently received complaints are reflecting more of a concern over product quality, particularly products furnished the State by outside vendors.

In order to address this situation, our short-term objective will be to work more closely with customers who have experienced product quality problems. As full facts surrounding a product problem are known we will involve manufacturers and suppliers as necessary to resolve the problem. We then intend to develop a full dialog with the Division of Purchasing so that problem

products/vendors can be identified and, if necessary, debarred or suspended from future bid invitations.

A longer range goal is to extend this process one more step. This next step will be to develop specific product performance specifications. These specifications will be incorporated into purchase agreements which should allow for improved product quality and tighter enforcement of State awards.

Brad Marks
Manager

I.D. Program

“This Program Creates I.D. Card and Badge Identification Credentials for State Employees.”

This program creates I.D. card and badge identification credentials for State employees; price per credential is \$2.85. During the fiscal year, approximately 1,145 identification credentials were issued. Revenue generated amounted to \$3,263. An Identification System, ID-3 camera is the only assigned equipment for this program; no full-time employee is assigned. No attempt is made to generate a profit from this program because the dollar volume associated with this service is too small to justify thorough accounting.

North Campus

“North Campus” is an accounting classification that reflects rental income earned on State-owned property located at 1001 East 62nd Avenue. Central Services acts as the host organization to several agencies. The North Campus realized an income of \$61,395 in FY 1985-86. This income is derived from rental charged to those State agencies who occupy the facility. The Division of Central Services assumed responsibility for the facility as of December 1, 1985; therefore, the rental figure represents seven months of rental income.

The rental income of \$61,395 was offset by operating expenses of \$67,150. The rental income is used to pay expenses incurred at the site for maintenance personnel, and supplies and utilities. Expenses were higher than normal for this period due to extensive renovation of the facility that was necessary in order to make it useable for several Central Services' operations, including Central Stores and State Microform Services.

Accountant's Letter of Certification

EXHIBIT "I"
LETTER OF CERTIFICATION
JUNE 30, 1986

The undersigned certify to the following statements regarding this agency:

1. The agency is in compliance with applicable statutes of a fiscal nature and the State Controller's rules.
Confirmed Exceptions
2. The agency is in compliance with all applicable headnotes, footnotes, and FTE in the Long Bill. No line item over-expenditures occurred or existed at June 30, 1986. In addition, the agency has complied with "M" restrictions in the bill and with legislative intent therein.
Exceptions - For Depreciation and Compensated Absences Confirmed Exceptions
3. The account balances and fund classifications reflected in the General Ledger Trial Balance - Final for June 30, 1986 are materially correct except for financial statement adjustments or reclassifications that have been submitted to the Controller's Office for approval on Exhibit H forms.
Confirmed Exceptions
4. All exhibits and other supplementary information requested by Accounts & Control in the closing instructions have been submitted by the specified due dates and reconciled to the final General Ledger Trial Balance, where appropriate.
Confirmed Exceptions
5. Any reports of expenditures submitted to the Joint Budget Committee or Office of State Planning and Budgeting were in agreement with CAS balances or a full explanation and reconciliation was provided those agencies and the State Controller's Office.
Confirmed Exceptions
6. An indirect cost rate proposal was prepared and submitted to the State Controller's Office and the appropriate cognizant Federal agency for all grants or contracts which allow the recovery of indirect costs.
Confirmed Exceptions

Any exceptions to the above statements have been fully explained on attachments to this exhibit.

Signed: Jack E. Keene Agency or Department Head

R. L. T. Hall Chief Financial Officer

Due Date: Friday, August 29, 1986

PERSONNEL INVENTORY

This list satisfies the requirement of CRS 24-30-1109(1)(c) to report Central Services' personnel inventory. All reporting is done in terms of Full Time Equivalent employees as of the last day of Fiscal Year 1985-1986.

Class Code	Position Title	Perm.	Temp.
A1000C	Staff Assistant	3	
A1008A	Administrative Officer	10	
A1013A	Director-Division of Central Services	1	
A1036T	Public Service Professional Intern I	1	
A1081A	Accounting Technician III	1	
A2040A	Stock Clerk		1
A2047A	Word Processing Operator B	1	
A2301A	Clerical Assistant	19	10
A2306A	Administrative Clerk	10	
A2332A	Clerical Supervisor	7	
A2404G	Storekeeper B	3	
A2408A	Supply Officer B	1	
A2601A	Duplicating Equipment Operator B	3	
A2604A	Micrographic Technician A	4	
A2607A	Supervising Micrographic Technician		1
A2611A	Typesetting Equipment Operator	1	1
A2621A	Bindery Equipment Operator	4	
A2631C	Printer	17	
A2635A	Printing Plant Supervisor II	1	
A2636A	Printing Plant Manager	1	
A2681A	Graphic Designer Technician B	2	
A2683A	Graphic Designer	2	
A2686A	Design/Art Director	1	
A2731A	Remote Job Entry Terminal Operator B	1	
A2766A	Information Equipment Operator C	1	1
A4187A	Plant General Mechanic	2	
A4261A	Automotive Serviceman		1
A4262A	Automotive Maintencenceman	1	
A4263A	Automotive Mechanic	1	
A4501A	Vehicle Driver	8	1
A9505T	Public Service Career Trainee V	1	
Totals		108	16

Long Bill Spending Authority

This excerpt from Senate Bill 250, First Regular Session, Fifth-fifth General Assembly is reproduced here as the basis in authority for the Division's operations as recorded in this annual report.

(3) CENTRAL SERVICES	ITEM & SUBTOTAL	TOTAL	APPROPRIATION FROM		
			GENERAL FUND	CASH FUNDS	FEDERAL FUNDS
(A) Administration Section					
Personal Services	355,863 (12.5 FTE)				
Operating Expenses	105,160				
Travel and Subsistence	1,282				
Indirect Cost Assessment	41,792				
	504,097				504,097(1)*
*These funds shall be from users of the service. Of this amount, \$41,792 shall be for departmental indirect costs.					
(B) Print Shop and Graphics					
Personal Services	515,438 (24.1 FTE)				
Operating Expenses	483,521				
Travel and Subsistence	60,509				
Indirect Cost Assessment	64,105				
	1,083,573				1,083,573(1)*
*These funds shall be from users of the service. Of this amount, \$64,105 shall be for departmental indirect costs.					
(C) Copiers					
Personal Services	99,558 (2.0 FTE)				
Operating Expenses	541,819				
Indirect Cost Assessment	6,872				
	608,349				304,039(1)*
*These funds shall be from users of the service. Of this amount, \$6,872 shall be for departmental indirect costs.					
(D) Microfilm					
Personal Services	56,964 (4.0 FTE)				
Operating Expenses	48,419				
Travel and Subsistence	218				
Indirect Cost Assessment	6,682				
	112,283				112,283(1)*
*These funds shall be from users of the service. Of this amount, \$6,682 shall be for departmental indirect costs.					
(E) Quick Copy Center					
Personal Services	105,135 (6.0 FTE)				
Operating Expenses	187,578				
Indirect Cost Assessment	18,325				
	309,039				1,957,460(1)*
*These funds shall be from users of the service. Of this amount, \$18,326 shall be for departmental indirect costs.					
(F) Motor Pool/Garage					
Personal Services	208,613 (10.5 FTE)				
Operating Expenses	193,172				
Indirect Cost Assessment	24,486				
	426,271				426,271(1)*
*These funds shall be from users of the service. Of this amount, \$24,486 shall be for departmental indirect costs.					
(G) Central Stores					
Personal Services	158,990 (7.0 FTE)				
Operating Expenses	1,778,576				
Indirect Cost Assessment	18,634				
	1,957,200				802,349(1)*
*These funds shall be from users of the service. Of this amount, \$18,634 shall be for departmental indirect costs.					
(H) Mail Services					
Personal Services	999,185 (35.9 FTE)				
Operating Expenses	2,314,136				
Indirect Cost Assessment	117,366				
	3,430,687				3,430,687(1)*
*These funds shall be from users of the service. Of this amount, \$117,366 shall be for departmental indirect costs.					
(I) Travel Oversight Office					
Personal Services	25,972 (1.0 FTE)				
Operating Expenses	40,000				
Travel and Subsistence	11,092				
Indirect Cost Assessment	3,030				
	80,094				80,094(1)*
*These funds shall be from users of the service. Of this amount, \$3,030 shall be for departmental indirect costs.					

Major Equipment Inventory

Major equipment inventory information is published in this annual report pursuant to CRS 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

IBM Selectric III S/N4146355
 Credit Card Embosser
 Polaroid ID3 Camera Model #703
 IBM Correctable Selectric II S/N4755408
 DX35 Printer
 NBI 4000SC Workstation; Software; Diablo Printer; 4000SC Conversion Utility
 NCR PC-8 Computer, Monochrome Monitor, Monochrome Monitor Board
 Xerox 860 Interface for Hgendricks OCR
 Xerox Printer for 860

NORTH CAMPUS

Snow Blower with Tire Chain

STATE PRINT SHOP

CAMERA

Table Precision Line Up for NUARC
 NU-ARC Model RR41F
 Brown Sink for Developing 30377-30378
 Densitometer
 Processor Film 3M412
 DSC-260-D Camera w/Flash Lamp Copy Board Check Register Device
 Brown Plate Maker Burner
 714 Baumfolder S/N83F029

BINDERY

Velo Binder S/N0204
 PB Foldemax 1860 S/N6432
 16" GBC Electric Punch
 Model 201 Velo Binder
 Nydrendahl Perforator S/N J-74-15-104
 P-23 Perforator, Slitter & Scoring Maching SN/98005-100
 Pitney Bowes Stitcher, Collator and Folder S/N1546002763

Bourg System Collator S/N521000456 and AGR Dual Head Stitcher S/N581001099
 Pitney Bowes Collator S/N70091481 with Stitcher S/N6607772 and Folder S/N6910876
 Pitney Bowes Collator S/N1412004327
 Bourg Folder S/N551000755
 Bourg Trimmer S/N200518
 Challenge Paper Drill
 Velco Bind Punch & Binder
 Bourg Stitcher, Folder & Collator
 Challenge Paper Cutter
 OM Pro-Fold Right Angle Fold Att. S/N233109
 Standard Bourg Trimmer
 Velobind Punch/Binder Model #323 S/N325167

PRESS

A.B. Dick Printer 360T S/N21263
 Multilith Offset Model 2850
 2325 Copier Master Maker S/N10352
 Multilith 1250 Offset Press S/N948176
 67 Sorter, Tower Modules, Interface
 A.B. Dick Color Head for 360CD S/N862694ACA
 Powder Spray System S/N12850435
 Solna Offset Press Model 125 S/N12207
 System 6 w/Electrostatic Camera, Offset Press & On-line Sorter S/N53145
 360CD Rebuilt Press S/N11484
 A.B. Dick 360T
 1275 Multilith Offset Press
 2850 SG Duplicator
 104S Norfin Collator S/N805321
 Rotary Slitter S/N88676706
 Davidson 702 Perfelector Offset Press
 1250 Duplicator Multilith Offset Press S/N383261
 1250 Duplicator Multilith Offset Press S/N383263
 360T with Numbering Attachment S/N13512

DESIGN CENTER

Kroy Lettering Maching
 Cal Comp Color Master (Therman Printer)
 GPM Videoshow 160 S/N16002K46
 GPM Photomaker S/NSD628714
 Itek Q1610 Model 65001 DF Phototypesetting System
 Itek Q1610 Model 65001 DF Phototypesetting System
 RC Processor 20 amp Model 11006

NEC Spinwriter Model 7710 Printer
 MDR Model 12110 Multidisk Reader

OFFICE COPIER MANAGEMENT PROGRAM

Kodak 100 AF S/N104230
 Xerox 3100 S/N374112661

QUICK COPY CENTERS

Copier Machine F4012393
 Xerox 9900 S/N920051548

STATE MICROFORM SERVICES

Jacket Reader Filler
 Jacket Reader Filler
 MRD2
 MacBeth TD 500
 GAF 16/35 Rollfilm Duplicator Machine
 Secretary of State Bell & Howell Inter/Com
 Recordak R700
 MRD2
 Microfilm Camera MRK-1
 IBM Correctable Selectric II S/N4755408
 F-10 Processor S/N2357
 22E Reader 24X Rotation
 Copyboard for Extek 715 System Repeat and Camera
 105mm Silver Fiche Duplicator
 DX35 Printer
 CPU Configuration with Keyboard & Green Monitor
 500LM Reader-Printer S/NDR17112
 Extex Camera
 Microfilm Duplicator w/Collator S/N1084
 Micro-File Machine S/N15595
 Kodak Reliant 800 16mm Rodary Camera S/N65882, 70401, 100609, 56151
 Extek 3100 Posi Duplicator
 Processor/Kodak Proster II
 Recordak R750
 Film Reader Mobil 1600
 3M-3401 Microfilm Camera

STATE MOTOR POOL

Porta-Built Building
 Dalton Garage Pool

STATE GARAGE

Analyzer, Engin Sun S/N32761
 Wheel Alignment Rack w/Jacks S/N34018
 1½ Ton Capacity Air Operated End Lift Walker S/N93689
 Hot Water, High Pressure Cleaner
 10,000 Gallon Gas Tank & Pump
 Infra-red Exhaust Gas Analyzer
 Construction Facility
 Automatic Tire Changer S/N11150801

FLEET MANAGEMENT

Gasboy Card Punch Elect & Embossing Machine S/NC01157
 Gasboy Auto Fuel System
 Utilization Module
 Quadlazer Printer Model LS-1100
 IBM Dam: MX4
 AT&T CPU, Keyboard and Color Monitor S/N0109314; S/N1682932
 AT&T CPU, Keyboard and Mono Monitor S/N0236261; S/N1651449;
 S/N1971880
 AT&T CPU, Keyboard and Color Monitor
 6300 PC Microcomputer w/512K RAM S/N0120242
 6300 PC Microcomputer w/384K RAM S/N0201206
 6300 PC Microcomputer w/384K RAM S/N0201274

CENTRAL STORES

Electronic Scale Model 5800 S/NF785004
 Big Joe Pallet Lift PPT-40 S/N74128
 Omnimode Model S/N MX88792
 2178 Computer Terminal S/N665288
 Forklift
 NCI Model 8205 Counting Scale
 Cooling Unit
 IBM Display Station S/N3178K5578
 IBM Model 3287 Printer
 IBM Model 3274 51-C Controller

MAIL SERVICES SECTION

Sealer Mail Machine
 Sealer Mail Machine
 Pitney Bowes Metering Machine
 Mailing Machine 4351
 Pitney Bowes Electric Meter
 P.B. Insertermax Model
 Pitney Bowes Metering Machine
 Mailing Machine 4351
 Pitney Bowes Electric Meter
 Singer Electronic Scale
 Pitney Bowes Metering Machine
 P-B 5600 Meter S/N69338
 P-B Inserter Model #3220
 Inserter-NU
 Inserter-NU
 P-B Addressor Printer
 4404-6C-126 Dial Model 4402-208B-86 68A RCD
 Mini-Pac Pc's/Mini-Pac Printer/Scale/Matrix Printer/PC Telecap
 Pitney Bowes Mailing Machine S/N6100043753
 Pitney Bowes Mailing Machine S/N6100043521
 Model MS25 Libra Electronic Postal Scale - 25 lbs
 714 Folder S/N83J-143
 Frieden Electronic Scale Model 8710 S/N87107200664
 Pitney Bowes Meter Model
 Pitney Bowes Meter & Stacker Model
 3100 D.I. Printer w/Manual S/N020641; S/N028201
 MDL 164 OADR Dual Disk PC S/N021022
 Abe Perforator S/N50044
 Automecha Labler Model: Accufast 1, SN NA
 Addressograph Inster Model 910, S/N80-Q-1063 Addressograph
 Folder/Nester
 Model 919 S/N81-M-05030
 Meter Head Model RTPH-1 S/N0581
 Omaton Rotary Blade Opener Model 83 S/N5438
 Omaton Model 83 Rotary Mail Opener
 Model 605 Opener/Detector
 Docutronix Letter Opener/Cutter
 Docutronix Letter Opener

Price Comparisons

The following price comparisons are published to demonstrate Central Services' compliance with CRS 24-30-1108(3) which states in its entirety: "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."

DESIGN CENTER

	\$/Hour	
	Typesetting	Graphics
Bradford & Will Graphics	84.00	45-65
Ernie Brame Typesetter	50.00	45.00
George Ferguson	77.00	77.00
The Composing Room	48.50	40.00
Lambda Graphics	35.00	40.00
State Design Center	25.00	25.00

STATE GARAGE

Flat Labor Rate Per Hour	
Central Services	\$24.00
Mountain States Tire Co.	\$30.00
Spitzer Auto & Electrical Co.	\$28.50
Jerry Roth Chevrolet	\$38.00
Rosen-Novak Ford, Inc.	\$36.50
Northglenn Tire	\$40.00

STATE GASOLINE SALES UNIT

	Rocky Mountain AAA Motor Club State-wide Average	Division of Central Services
July 4, 1985	\$1.25	\$.98
March 21, 1986	\$0.91	\$.99

STATE MOTOR POOL

	Daily Rate
Western Car Rental	
Compact	\$28.95
Station Wagon	\$45.95
Van	\$79.95
Alamo Rent A Car	
Compact	\$18.99
Station Wagon	\$69.99
Van	\$79.99
Avis Rent A Car	
Compact	\$40.00
Station Wagon	\$69.00
Van	\$79.00 - 100.00
Hertz Rent A Car	
Compact	\$40.00
Station Wagon	\$49.99
Van	\$69.99
American International	
Compact	\$29.95
Station Wagon	\$49.95
Van	\$89.95
Division of Central Services	
Compact	\$13.50
Station Wagon	\$20.00
Van	\$26.50

QUICK COPY CENTERS

	Sir Speedy	The Printery	Buzz Printing	Copy Boy	Central Svcs. Quick Copy
10 originals	\$31.50	\$35.00	\$34.50	\$30.00	\$12.50
50 copies	\$.063	\$.070	\$.069	\$.060	\$.025
8½" × 11" wide collate & stapled					
1 original	\$19.01	\$16.00	\$16.45	\$15.35	\$11.00
500 copies each	\$.038	\$.032	\$.033	\$.031	\$.022

OFFICE COPIER MANAGEMENT PROGRAM

Cost per copy (¢)	4.2	6	7.5	5	5
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STATE MICROFORM SERVICES

	Microfilm Center	Dakota Graphics	Data Film	Kistler Graphics
Filming, 16mm rotary 1,000 images	\$29.00	\$32.00	\$39.00	\$35.00
Filming, 105mm, per microfiche	\$ 8.35	\$N/A	\$14.95	\$11.90
Diazo 16mm × 100 ft	\$ 9.45	\$10.00	\$ 9.50	\$ 9.50
Processing 16mm × 100 ft	\$ 2.50	\$ 3.75	\$ 2.65	\$ 3.75

FLEET MANAGEMENT

Vehicle type	Deane Leasing	Griffith Leasing	Bill Crouch Leasing	Central Services
Midsized car, per month	\$376.26	\$334.00	\$300.00	\$182.50

STATE PRINT SHOP

Job #	Central Services	America West	Fairmont	Hampden	Image
535	\$1,271.00	\$1,350.00	\$1,300.00	\$1,425.00	No Bid
1355	\$ 498.84	\$ 550.00	No Bid	\$ 525.00	\$ 535.00
1815	\$ 166.70	\$ 185.00	\$ 195.00	\$ 210.00	\$ 200.00
2889	\$ 327.54	No Bid	\$ 365.00	\$ 350.00	\$ 385.00
3532	\$ 216.23	\$ 250.00	\$ 275.00	No Bid	\$ 256.00

CENTRAL STORES

	Unit	Central Stores	Service Office Supply	Mile Hi Office Supply	Commercial Office Products
Adding machine tape 2 1/4"	Each	.27	1.33	.81	.87
Tablet, yellow 8 1/2 X 1	Each	.33	1.25	1.10	1.00
Tablet, yellow 8 X 14"	Each	.41	1.30	1.56	1.08
Stenographer pad	Each	.46	.89	.86	1.02
Paper clips, standard	Box, 100	.15	.47	.45	.50
Marker - black	Each	.29	.69	1.09	.95
Correction fluid, white solvent	Each	.42	1.49	1.39	1.59
Hanging folders, letter	Box, 25	4.16	NS	10.86	11.00
Hanging folders, legal	Box, 25	5.24	NS	13.03	13.25
Stapler, light duty desk model	Each	3.42	10.05	9.95	9.95
Staples, 1/4" leg, standard	Box, 5000	.50	3.75	2.35	2.50
Hi-liters	Each	.29	.69	.69	.79
Rubber bands, #19	Box-1/4 lb.	.68	1.68	1.61	1.61
Pens, ball point, fine black	Box, 12	.91	7.08	5.40	4.20
Post-it-notes, 3 X 5	Each	.68	1.29	1.22	1.29
Typewriter ribbon - Selectric II	Box, 6	5.74	19.50	17.94	17.94
Typewriter lift-off tape	Box, 6	1.54	16.26	19.33	12.50
	Roll	.68	2.47	2.56	2.47
Pencils, #2	Box, 12	.66	1.19	1.80	1.85
Binder, 3-ring black, 1 1/2"	Each	2.20	7.00	5.20	6.50
Xerographic paper, 8 1/2 X 11, 20#	Ream	2.43	4.30	6.35	6.74
Colorado flag, nylon 3 X 5	Each	24.32	NA	NA	NA
File folders, 1/3 cut letter, double top	Box, 100	5.70	13.40	13.80	13.08
Student portfolios	Each	.21	.40	.39	.40

Jack Keene, Director

Theodore Abad
Penny Adkins
Judith Albright
Anna Anderson

Thomas Bainton
Sophia Baldason
Nanette Bales
Robert Barefield
Eleisha Barnett
Anthony Baros
Barbara Baskin
Patty Beverly
Gloria Borland
Claud Boyd
Cheri Bryson
Dorothy Bueno

Victoria Capra
Shirley Carr
Lifen Chang
Darla Chavez
Phyllis Chavez
Joseph Christenson
Patty Cisneros
Donald Cordova
Doris Couturier
Frank Cozine
Kevin Cruise

Kathryn Dickerson
Paul Dickerson
Linda Dobrinich
Philip Dunkel

Elizabeth Evans
Lisa Follett
Glenn Fox
Carmen Freeman

Harbert Gilbert
Denise Gomez
Irene Gordy
Albert Gunderson

Deborah Handerhan
Lila May Hann

James Jackson
Diana Johnson

Lloyd Kellems
Nora Kellems

Michael Lafferty
John Lawless
Maria Lopez
Eloy Lucero

Henry Maestas
Lynn Maestas
Lois Maxwell
Eugene McClanahan

William McClelland
David Miller
Socorro Montoya
Helen Nopens

Robert O'Leary
Ruben Ostby
Orlando Otero

Renee Padilla
Kathleen Pennucci
Erlinda Perez
Suzanne Perrier

Felix Quintana

Barbara Ray
Michael Renth
Theodore Renville

Scott Renville
Inza Riddick
Josefina Riggs
Donicio Romero
Robert Romero
Karen Romero
Randy Romero
Rhonda Roybal

Greg Sanders
Troy Sauers
James Schrambec
Robert Seiler

Cecil Sharp
Tracey Shephard
David Sisneros
Denise Sisneros
Steven Slane
Joseph Smith
Paul Stempien
Diana Street
Michael St. Peter

Albert Tanguma
Gilbert Thomas
Donald Thordsen
Mary Ann Torrez
Freddie Trujillo
Bennie Trujillo
James Twark

Robert Upham
Ronald Wagner
Willie Ware
William Weitenbeck
John Whitehurst
Leta Wilkerson
Stephen Wilkerson
Marc Wilkerson
Norman Wilson
Sharyn Yordy
Gerry Zejda
Gordon Zobell

Division Employees

The State employees listed here were employed by the Division of Central Services as of June 30, 1986.

The average length of service among Central Services' permanently employed workers is 6.4 years per employee. Median age is 37 years. The ratio of female to male employee is six to seven. Seventy-seven percent of all Division employees claim minority status.