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The 1 9 . 9 1  
A n n u a l  
R e p o r t

of the  
**Division of Central Services**  
**Department of Administration**





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Director's Message

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# Director's Message

In Fiscal Year 1990-1991, the Division played a significant role in the statewide issues of travel, alternative fuels and collections. The Division's customer service and quality assurance programs continue to address changing customer needs. Further, the Division went through a performance audit by the State Auditor and several moves of large sections.

The audit addressed the primary issues of full cost of operations, pricing of services, planning, use of private sector vendors, and loans to fleet and the Division. Even on issues of disagreement or only partial agreement, the Division sought to address the audit issues quickly.

Several legislative initiatives affected the Division. House Bill 1257 imposed the need to convert fleet vehicles to alternative fuels. The Division acted aggressively to highlight alternative fuel technology and make customers comfortable with the use and performance of converted vehicles.

Senate Bill 140 addressed the Central Collection Service. It will require 30 day referral of debts to Collections by state agencies and the referral out of uncollected debts by Collections to regional, private collection services after 90 days. Senate Bill 15 lifted the \$500 debt ceiling for collection of debts against State of Colorado tax refunds. This enhances the effectiveness of the tax offset collection tool.

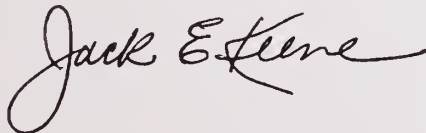
An interim hearing during the summer challenged the Department of Administration to address travel costs. Referred to the Division, the State Travel Management Program began. It rapidly issued a state travel card solicitation and made an award. The card provider, Diners Club, allows for a comprehensive self-collecting data system. This system depends on a highly decentralized approach to travel agency services supported by centrally billed airfare accounts issued by the travel card provider. The Division also receives services fees or rebates on domestic airfares amounting to some \$18,000 in the fiscal year. By year end, all state agencies and institutions of higher education had been enrolled in the program.

Several moves occurred during the year occasioned by the closure and remodeling of the State Services Building at 1525 Sherman Street. The most dramatic change resulted in the permanent move of the State Print Shop to North Campus. This move has allowed for the expansion of this printing service into more efficient space that is also more than twice the size of its old quarters.

Continuing management initiatives and equipment purchases have enhanced Mail Services in meeting customer needs and ongoing postal service demands. Similarly, the rate for copiers has declined from .037 cent to .033 cent per impression. These and other enhancements shows the industry and commitment of all Division employees. My great thanks to all of them for meeting and exceeding our goals and expectations, especially during a year filled with the moves of several sections.

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, 1991



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

Fiscal Year 1990-1991 ended June 30, 1991

Jack E. Keene, Director of Central Services

This annual report is published pursuant to the requirement of Colorado Revised Statute 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, 1991**

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

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Office of State Planning and Budgeting  
Office of the Lieutenant Governor  
Fifty-eighth General Assembly of the State  
of Colorado  
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Center

Division of Central Services  
225 East 16 Avenue, Suite 1050  
Denver, CO 80203  
(303) 894-2370  
FAX: (303) 894-2375





# 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 1050, 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 Statute 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 Statute 24-30-1109. It reflects Division operations during Fiscal Year 1990-1991 and includes, but is not limited to:

- a. Annual profit and loss statements for each Division function.
- b. Annual profit and loss statements for overall Division operations.
- c. Major equipment inventory.
- d. Personnel skills inventory.
- e. Scope of present and planned services.
- f. Advice on major problems connected with implementation of the Division's enabling legislation.
- g. An estimate of savings due to Division operations.

## 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. The Division also operates a motor pool, motor fleet management program and vehicle repair service, and it vends motor fuel. Central Services creates State employee identification credentials, the **State of Colorado Telephone Directory** and a 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 Controller and Division of Accounts and Control.

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. Central Services is charged by statute to establish central planning, control, and coordination of service activities. The Division has established several management programs: the Office Copier Management Program, the State Fleet Management Program, the Service Equipment Request Program, and the State Travel Management 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 its mission, the Division plans, coordinates, controls and/or furnishes support services through what may be described broadly as two types of programs: consolidated service programs and management programs.

**Consolidated service programs** are those in which Central Services furnishes a good or service to its customers. Two examples of this type of program are the State Print Shop and the State Motor Pool. In **management programs** Central Services oversees the purveyance of a service by another supplier. Often the Division's role is one of contract administration/enforcement. Examples of management programs include the Copier Management Program and the Fleet Management 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 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, 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 while such benefits to individual State agencies are less evident. Such benefits can sometimes be gauged in terms of fiscal measurements, but often require assessment in less tangible areas such as:

- a. Fraud prevention and control.
- b. Cost avoidance.
- c. Recirculation of State funds within the government framework.
- d. Avoidance of the cost of doing business with the private sector — testing and oversight structures, the cost of solicitations and bid evaluation, and enforcement costs.
- e. Increased levels of service availability.
- f. 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.

Once a service has been provided, our Customer Service Program insures that the customer are satisfied by resolving any complaints.

This program has been very helpful in improving the quality of our services. While receipt of complaints cannot be the sole measure of performance for any service product, it is important to note that service complaints have been significantly reduced.

Quality assurance surveys are conducted periodically.

### ***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. Our customers' inquiries will be acknowledged within a maximum of two business days.*

*We are dedicated to satisfying our customers. Should you have any questions or problems, please contact Central Services' Customer Service Representative.*

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

The Division is sensitive to the feedback of its customers. 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. Customer Panel membership includes the following representatives from each principal department in the Capitol Complex.

Department of Regulatory Agencies

Linda Suter-Gibson, Diana Darling

Department of Revenue, Donna DeJarnett

Department of Labor & Employment, Doris Eckman

Department of Local Affairs, Diane Mark, Jim Sharp

Department of Education, Bill Bley

Department of Agriculture, Queen Bounds

Department of Higher Education, Cindy Howe

Department of Personnel, Sandy Starczewski

Department of Administration, Jan Heitzman

Department of Social Services, Marge Horn



## 4 Highlights

Fiscal Year 1990-1991 was marked by the closure of the State Services Building, 1525 Sherman Street, Denver for remodeling. Division operations located in the building were forced to relocate permanently or temporarily in other quarters. State Print Shop's relocation to North Campus was permanent.

New legislation, (SB 91-140) affecting the operations of the Central Collections Service was introduced and passed. Proponents of the legislation were largely from the private collections community. The central feature of the new legislation is a proviso that requires disposition of debts 90 days after their receipt by Central Collections. While the bill was being considered, the installation of a new computerized collection system was underway. The new system supplants an older obsolete system. A state-of-the-art debt collection system with extended longevity will result.

Owing to unexpectedly brisk demand for services overhead costs were met early in the fiscal year in several of the operations. As a result, price reductions were made during the third and fourth quarters of the fiscal year that reduced revenues and eased the service burden on our customers. Reductions and consequences are described in PART III of this report.

## 5 COFRS

The Colorado Financial Reporting System (COFRS) escalated in activity towards fiscal year end. All units of the Division completed numerous data gathering forms providing information varying from unit applications to forms utilized. This task emphasized how unique each unit is and the complexity involved in accomplishing daily operations. Hopefully, COFRS will help us streamline many of our tasks with an accompanying improvement in our provided services.

## 6 Discontinued operations

No Division operations were discontinued during the period of this annual report.

## 7 Research and development costs

Research and development costs, principally for management studies conducted in-house or with contracted specialists, are recorded as expenses when incurred. They are recognized as

administrative expenses to the Division. R & D expense burdens are, therefore, spread throughout all revenue producing operations. As a result, individual customers bear an insignificant share of the Division's research and development costs. Product/service prices to users are maintained at the lowest possible level.

## 8 Operating names and locations

Central Services' operates under the following name and title designations at the locations specified.

- a. **Mail Services Section,**  
225 East 16th Avenue, first floor, Denver. This section also operates the Incoming Revenue Mail Room, 1375 Sherman Street, Room 148, Denver.
- b. **State Print Shop,**  
110 16th Street, Room 747, Denver.
- c. **Office Copier Management Program,**  
225 East 16th Avenue, Suite 1050, Denver.
- d. **Quick Copy Centers:**
  1. 1313 Sherman Street, Room 1-B19, Denver.
  2. 3520 Oxford Avenue, Room B6, Denver.
  3. 110 16th Street, Room 1150, Denver.
  4. 251 East 12 Avenue, Room 201, Denver.
  5. 1575 Sherman Street, Room G26, Denver.
- e. **State Motor Pool,**  
1555 Sherman Street, Denver.
- f. **Design Center,**  
110 16th Street, Room 1150, Denver.
- g. **State Microform Services,**  
1001 East 62 Avenue, Denver.
- h. **Fleet Management Program,**  
1001 East 62 Avenue, Denver.
- i. **State Garage,**  
1001 East 62 Avenue, Denver.
- j. **Central Collection Service,**  
225 East 16 Avenue, Suite 550, Denver.

Other instrumentalities and activities of the Division are: the **State of Colorado Telephone Directory**, "Organization of State Government in Colorado" chart, State of Colorado Diners Club Corporate Card System, the issuance of State of Colorado employee identification credentials, and the State Travel Management Program. All of these activities operate out of Division headquarters located at 225 East 16 Avenue, Suite 1050, Denver.

## 9 Raw materials

The Division purchases its raw materials on the open market from Colorado manufacturers and distributors when such materials are available from sources within the State of Colorado. All purchases are made under the direction of the Division of Purchasing in conformance to the Procurement Code. No internal purchasing functions are maintained nor have they been authorized by the Division of Purchasing.

## 10 Employees

Division employees contributed \$3,432 to the 1991 Colorado Campaign successor to the Mile High United Way Campaign. Although these figures represent a significant decline from the 1987 contribution high of \$5,780, 1987 contributions exceeded all other years by not less than 30 percent.

### REVENUE PER FULL-TIME EQUIVALENT EMPLOYEE

Fiscal Year Ending June 30	% FTE	Income Increase (Decrease)	% From Operations*	% Increase (Decrease)	Revenue per FTE	Increase (Decrease)
1987	109.7	(0.3)	\$11,643,031	11.1	\$106,135	12.8
1988	124.0	13.0	\$13,181,997	13.2	\$106,306	0.2
1989	117.0	(5.9)	\$11,631,480	(13.3)	\$ 99,414	(6.9)
1990	121.0	3.4	\$11,800,569	1.5	\$ 97,525	(1.9)
1991	126.0	4.1	\$12,816,979	8.6	\$101,722	4.3

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

# PART II NOTES AND FINANCIAL STATEMENTS

## 11 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 Statute 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.

The emerging Colorado Financial Reporting System (COFRS) is firmly in place as of the end of this fiscal year. Financial statements created in accordance with Fiscal Rules, chapter 5, section 3.22 and furnished as part of this annual report will reflect COFRS reporting. Previously used extrapolations and extensions will no longer be used.

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 Statute 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 Statute 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 Statute 24-30-1108(3).

The funding structure of Central Collection Service is described in Colorado Revised Statute 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.

\* "The controller shall prescribe and cause to be

installed a unified and integrated system of accounts for the State. Such system shall, to the extent practicable, be based upon the accrual or modified accrual system of accounting, as enunciated by the national committee on governmental accounting..."

## 12 Revenue recognition

In government accounting, expenses and revenues are matched to the period in which 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. Collection costs are not a consideration, except when collections are performed for Central Services by Central Collection Service.

## 13 Indirect costs

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

- a. Division 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 the maintenance of its parent organization, the Department of Administration, and also to the operation of other general funded State agencies. The amount of this contribution is fixed by the General Assembly at the recommendation of the Joint Budget Committee. It is referred to as "Indirect Cost Assessment" in legislative bills and "Indirect cost" in the Division's profit and loss statements. In Fiscal Year 1990-1991, Central Services indirect cost assessment contributions were fixed by the JBC at \$173,658; it represents 1.3 percent of the Division's total income. These figures do not reflect the operations of the Central Collection Service which were responsible for an additional Indirect Cost Assessment of \$27,387 and a \$106,015 contribution to DCS Overhead.



## 14 Accrued liabilities

Compensated absences for the period of this report amount to \$215,853. "Compensated absences" is an accounting recognition of the costs associated with accumulated annual leave and sick leave. Such leave has been earned by employees during the period of this report but has not been used during the period of this report. The lingering fiscal liability for this unused employee benefit is recorded as compensated absences.

## 15 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 Government of the United States.

Central Services leases certain of its equipment and real property. Leased equipment is routinely reported in Division inventories including the equipment inventory that appears in this annual report. It is so reported because it is believed that the purpose of the equipment inventory is to fully portray the Division's production capacity. The majority of the Division's contracts are classified as lease contracts. All pieces of equipment thus acquired are appropriately annotated in the Division's depreciation accounts.

## 16 Consumable inventories

In March 1991, an inventory control function was established at the North Campus to control the inventories of the State Print Shop, State Microform Services, State Fleet Management Program, and State Garage. It is staffed by one half-time employee and was placed in operation in order to satisfy Recommendation 14 of Central Services' performance audit of September 1990.

Central Services' inventories of raw materials are computerized and maintained as part of the State's COFRS program. The Closing Inventory Balance table reflects the value of the physical inventories of each of our operating units at the close of the fiscal year. Central Collection Service possessed an unrecovered debt inventory of approximately 85,000 accounts on June 30.

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## CLOSING INVENTORY BALANCES ALL OPERATING UNITS

FOR YEAR ENDED JUNE 30, 1991

Operating Unit	Inventory
Fleet Management Program.....	\$ 11,351
State Print Shop.....	57,188
Office Copier Management Program.....	4,920
Quick Copy Centers .....	-0-
State Microform Services.....	13,376
Mail Services Section .....	121,629
<b>TOTAL .....</b>	<b>\$208,464</b>

---

## 17 Rentals

Rental expenses for all Division operations amounted to \$995,359. This includes land, buildings, equipment, vehicles, and fixtures.

## 18 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 requirements are contained in **Fiscal Rules**, chapter 3, section 1.35.09. During Fiscal Year 1990-1991, the Division received 69 SERs, of which 60 were approved.

The approval process takes into account cost effectiveness and efficiencies required by statute. Disapproved and modified requests resulted in an estimated dollar savings to the State of \$10,174 for the year and a recurring savings of \$6,400. The "Annual Savings" chart reflects the history of this program and shows annual savings and recurring savings due to the SER program along with savings from other Division operating units and programs. Recurring savings are reported only in the year first achieved. They are not accumulated in subsequent annual reports.

## **19 Liquidity and capital resources**

The Division's working capital requirements are met out of earned revenues and by short-term loans. The Department of Treasury makes interest-bearing loans to the Division under provisions of Colorado Revised Statute 24-75-203(1).

The need for loans is created by business demand cycles aggravated by the lack of appropriate capitalization when Central Services was formed.

The Fleet Management Program has, for some years, had a separate credit line that supplied the high capital needs associated with automobile acquisition. Debt service is reflected as "Interest Or Loan" in Central Services' Profit and Loss statement.

Central Collection Service operations impose no short-term debt liability on Central Services because Colorado Revised Statute 24-30-202.4(3)(d) and (e) creates the "Debt Collection Fund." This fund operates to offset revenue shortfalls resulting from debt recovery operations. Short-term loans to cover CCS operating revenue shortfalls are thereby unnecessary.

DIVISION OF CENTRAL SERVICES  
 ANNUAL PROFIT AND LOSS STATEMENT  
 FOR OVERALL DIVISION OPERATIONS\*

**FOR YEAR ENDED JUNE 30, 1991**

Unaudited

	<u>Revenue/Expense</u>	
<b>INCOME:</b>	<b>\$12,816,979</b>	<b>97.2%</b>
INTERSECTIONAL SALES	\$321,867	2.4%
AUCTION REVENUE	\$51,151	0.4%
<b>TOTAL INCOME:</b>	<b><u>\$13,189,997</u></b>	<b>100.0%</b>
<b>EXPENSES:</b>		
PERSONAL SERVICES	\$2,936,564	22.7%
COMP ABSENCE	(\$89,251)	-0.7%
OPERATING	\$1,195,041	9.2%
DEPRECIATION	\$1,607,540	12.4%
INTERSECTIONAL EXPENSE (FLEET MGMT)	\$321,867	2.5%
INSURANCE/FLEET PROGRAM	\$170,448	1.3%
INTEREST ON LOAN	\$295,695	2.3%
EQUIPMENT MAINTENANCE	\$321,065	2.5%
COST OF GOODS SOLD	\$4,934,970	38.1%
LEASED SPACE	\$62,402	0.5%
INDIRECT COST	\$173,658	1.3%
GGCC COS	\$59,864	0.5%
UTILITIES	\$43,713	0.3%
LEASED VEHICLE FIX/VAR	\$221,996	1.7%
AUCTION	\$3,223	0.0%
<b>SUBTOTAL EXPENSES</b>	<b><u>\$12,258,795</u></b>	<b>94.6%</b>
DCS OVERHEAD	\$590,538	4.6%
COLLECTIONS OVERHEAD	\$106,015	0.8%
<b>TOTAL EXPENSES</b>	<b><u>\$12,955,349</u></b>	<b>99.2%</b>
<b>PROFIT OR LOSS</b>	<b><u>\$234,649</u></b>	

\* Does not include Central Collection Service

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DIVISION OF CENTRAL SERVICES  
 COMBINED STATEMENT OF CHANGES IN  
 FINANCIAL POSITION

**FOR YEAR ENDED JUNE 30, 1991**

(Based on COFRS) UNAUDITED

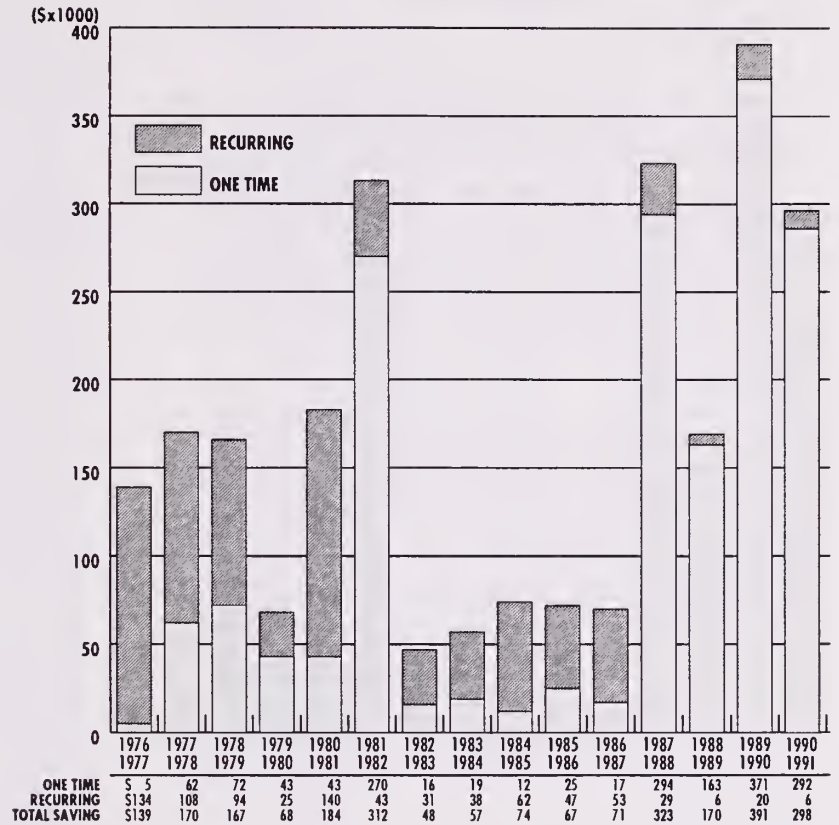
	<u>1991</u>
<b>SOURCES OF WORKING CAPITAL</b>	
Operations	
Net income (loss)	\$ 203,186
Items not requiring working capital:	
Depreciation	\$ 1,242,028
Compensated absences	(\$140,465)
Decrease in equipment	
<b>TOTAL SOURCES OF WORKING CAPITAL</b>	<b>\$ 1,304,749</b>
<b>USES OF WORKING CAPITAL</b>	
Acquisitions of equipment	(\$4,906,276)
<b>TOTAL USES OF WORKING CAPITAL</b>	<b>(\$4,907,276)</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(\$3,601,527)</b>
<b>ELEMENTS OF NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	
Cash	(\$3,072,828)
Accounts receivable	(\$38,731)
Inventory	(\$31,567)
Prepaid expenses	\$105,538
Travel advance	
Accounts, vouchers and Warrants payable	(\$411,160)
Accrued salaries payable	\$ 3,907
Lease/purchase	
Deferred revenue	(\$156,686)
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(\$3,601,527)</b>

DIVISION OF CENTRAL SERVICES  
 COMBINED BALANCE SHEET  
**FOR YEAR ENDED JUNE 30, 1991**  
 (Based on COFRS) UNAUDITED

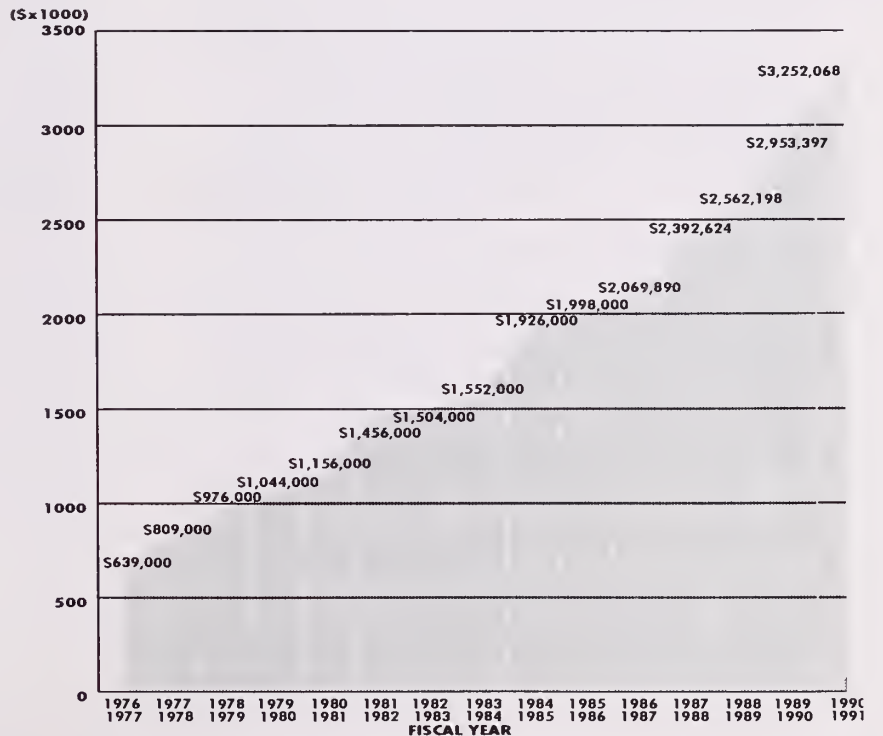
	<u>1991</u>
<b>ASSETS:</b>	
Cash on-hand	\$500
Cash with State Treasurer	(\$6,997,781)
Receivables	
Other agencies, funds and governments	\$163,889
Travel agencies	
Inventories	\$218,569
Prepaid expenses	\$207,446
Furnishings, equipment and autos	\$18,540,993
Accumulated depreciation—furnishings, equipment and autos	(\$8,428,891)
Leasehold improvements	\$195,655
Amortization of leasehold improvements	(\$143,390)
<b>TOTAL ASSETS</b>	<b><u>\$3,756,990</u></b>
<b>LIABILITIES:</b>	
Payables:	
Vouchers and warrants	\$945,997
Accounts	\$295,386
Accrued salaries	\$4,565
Other agencies, funds and governments	\$117,808
Deferred revenue	\$207,745
Compensated absences	\$215,853
<b>TOTAL LIABILITIES</b>	<b><u>\$1,787,354</u></b>
<b>FUND EQUITY:</b>	
Fund balance	\$1,787,354
Fund balance—designated	\$240,257
Contributed capital	\$947
<b>TOTAL FUND EQUITY</b>	<b><u>\$1,969,636</u></b>
<b>TOTAL LIABILITIES AND FUND EQUITY</b>	<b><u>\$3,756,990</u></b>

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

### ANNUAL SAVINGS



### CUMULATIVE SAVINGS



# PART III

## UNIT OPERATIONS

### 20 Notes to Unit Operations

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. 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 during the period of this report, largest contributor first.

Price comparisons are included with discussion of most unit operations 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.

During the period of this annual report, 24-30-1108 was supplemented by the addition of subsection (4) which states:

The director of central services shall keep a full, true, and accurate record of the costs of providing each particular service.

"Indirect Cost" reflects this division's assessment for services or support provided by: Division of Accounts and Control, Division of Archives and Public Records, Division of Telecommunications, Office of State Planning and Budgeting, Department of Personnel, Division of Purchasing, Department of Treasury, and others. Assessment is made under provision of fiscal rules section 6.12 et seq. p.5-22. The cost of similar support within Central Services is reflected in "DCS Overhead." Additional discussion of indirect costs is contained in section 13 of this report.

### 21 State Fleet Management Program

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

The State Fleet Management Program also includes the following operating units:

- State Motor Pool
- State Garage
- Gasoline Sales
- State Centralized Vehicle File

Gasoline Sales is a function of State Motor Pool. Both are located at 1555 Sherman Street, Denver. Fleet Management leases 1,538 cars, vans, and light trucks on a long-term basis to State agencies in lieu of the agencies purchasing vehicles. Fleet also operates a vehicle maintenance program and a comprehensive and collision protection plan with enrollments of 222 and 137 vehicles respectively (non-Fleet owned). SFM also has 234 vehicles that are unassigned and awaiting disposition.

During the period of this report, 437 new vehicles were leased by SFM to State agencies; 67 vehicles were new program vehicles. After-market equipment was purchased and mounted on 42 vehicles. Twenty-nine request from private citizens to investigate possible misuse of State-owned vehicles were received. SFM paid out \$25,321 for hail damage claims to 14 State vehicles damaged by a hailstorm July 11. Private insurance companies paid the State \$28,856 in recoveries from 14 accidents. Accident frequency has fallen to one accident per 5 million miles driven from one accident per 5.7 million miles driven in Fiscal Year 1989-1990.

A contract for fleet maintenance management was implemented in October with enrollment of 1,289 vehicles in the maintenance program. The current contract is 24 percent less expensive than the previous contract. Anticipated savings throughout the life of the contract are \$90,000. During the term of this report \$12,097 was saved by the contractor's refusal to authorize unneeded repairs and by aggressive warranty enforcement.

## KEY PERFORMANCE STATISTICS

<u>JUNE 30</u>	<u>TOTAL VEHICLES</u>	<u>FROM OPERATIONS</u>	<u>TOTAL MILES</u>	<u>AVERAGE MILES</u>	<u>TOTAL COST PER MILE</u>
1988	1376	\$3,542,756	15,362,777	13,041	\$.2395
1989	1158	\$3,679,370	15,339,917	13,381	\$.2315
1990	1839	\$3,727,744	16,461,366	11,160	\$.2022
1991	2131	\$4,896,064	18,794,247	11,425	\$.1928

## NEW VEHICLES TO AGENCIES

	<u>New Vehicles</u>	<u>Additions</u>
Administration	40	6
Agriculture	14	4
State Compensation Insurance Authority	4	
Corrections	99	32
Governor's Office	2	2
Health	40	5
Higher Education	34	
Institutions	46	
Judicial	3	
Law	3	
Local Affairs	8	
Labor & Employment	9	
Military Affairs	6	
Natural Resources	52	4
Public Safety	3	
Regulatory Agencies	18	
Revenue	47	14
Social Services	9	
<b>Totals</b>	<b>437</b>	<b>67</b>

## REPORTS OF MISUSE

Received the following requests from private citizens to investigate possible misuse of State vehicles. Sent letters to the responsible agencies requesting that they investigate the incident and respond to the citizen and SFM with the results:

Fiscal Year 1990-1991: 29 requests

## COST SAVINGS BY GE FLEET SERVICES AND PHH FLEET AMERICA

SFM, in cooperation with our maintenance management contractor, has saved the following money by declining to issue certain authorizations on unneeded repairs or by following up on warranty rights that were first denied.

Fiscal Year 1990-1991: \$12,097

## COMPREHENSIVE AND COLLISION DAMAGE PROGRAM

SFM has applied for and received the following accident damage recoveries from private insurance companies for damages to State vehicles.

<u>FISCAL YEAR</u>	<u>ACCIDENTS</u>	<u>VEHICLES INSURED</u>	<u>NET REPAIR COST</u>	<u>AVG COST/REPAIR</u>	<u>FREQ. (per million miles)</u>	<u>RECOVERIES FROM PRIVATE INSURORS</u>
1988-1989	92	1,558	\$ 70,515	\$766	\$	23,375
1989-1990	110	1,839	\$ 83,335	\$758	5.7	\$33,513
1990-1991	114	2,131	\$105,367	\$924	5.0	\$28,856

In addition, SFM paid out \$25,321 for hail damage claims on 14 State vehicles. These vehicles were damaged by the hailstorm July 11, 1990.

## SFM NEW BUSINESS

Enrolled 70 vehicles from Wheat Ridge Regional Center (DOI) into the SFM Maintenance Program effective July 1.

A contract was approved between PH & H Fleet America and the State of Colorado. SFM immediately enrolled 1,289 SFM vehicles with PHH. New instructions and PHH service cards were then mailed to 1,289 SFM drivers on September 17, 1990, with an implementation date of October 1, 1990. This new contract is 24 percent less expensive than the one with the previous vendor. The ultimate savings over the life of the contract could amount to \$90,000.

Revised and mailed out 1,755 updates to the SFM Operator's Manual. These new updates are in the form of pamphlets rather than individual sheets, which allows for easier placement in the binder. Informed all agencies that are not part of the SFM Program of a switch to a newly designed gasoline credit card and a corresponding request form that allows for better control.

Embossed and delivered 500 newly designed credit cards for the State Patrol.

SFM held an open house on March 11, 1991 at its headquarters office at 1001 East 62nd Avenue, Denver.



## ALTERNATIVE FUELS

In response to House Bill 90-1257 and on behalf of the Motor Vehicle Advisory Council, SFM prepared and presented a State fleet alternative fuels plan to the Colorado General Assembly and Governor Roy Romer in December 1990. Highlights of the plan are as follows:

- a. Only Compressed Natural Gas (CNG) and Liquefied Petroleum Gas (LPG) "offer proven technology and have a distribution system in place to allow for feasible CNG and half to LPG.
- b. For the first year of implementation, half of the vehicles should be converted to CNG and half to LPG.
- c. Total first year conversion costs are estimated at \$91,000 (this figure is less because of an agreement between DOA and the JBC).

SFM converted a 1991 GMC cargo van, assigned to the DOH Air Pollution Control Division, to run on compressed natural gas. This is the third vehicle out of a planned total 12 vehicles owned by the Department of Administration that will be converted to run on alternative fuels. Governor Roy Romer tested an SFM alternative-fueled vehicle in June 1991. Fleet Manager, Paul Jensen, was asked to serve as a member of the Governor's Task Force on Alternative Fuels.

## SFM AUCTIONS

SFM schedules many vehicles to be sold prior to an expenditure for major repairs. When drivers call in for a repair, SFM looks at the miles and age of the vehicle and determines if the repair is justified. If not, agencies are given a substitute vehicle. During the period of this report 251 vehicles were sold at auction; receipts totaled \$183,708.

## SFM PRICE COMPARISONS WITH PRIVATE SECTOR

The Division of Central Services conducted a survey of private vendors in order to obtain their prices to provide the same services and products that are provided by SFM. In every case the prices at SFM were from 19 percent to 26 percent cheaper than the next lowest price. Comparisons are as follows:

SFM Rates have no maximum miles per year and no surcharge rate for exceeding such maximum. All private vendors have a surcharge.

## MONTHLY VEHICLE RATE COMPARISON WITH PRIVATE SECTOR:

### CHEROKEE

CHEROKEE Rate	SFM \$235	J.V. \$296	Emich \$355	Pro \$379
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### PICKUP

PICKUP Rate	SFM \$161	FRONT \$215	J.V. \$225	COURT \$315
	CENTEN \$318	O'MEARA \$335	BURT \$365	SIL-T \$385

### CAR

CAR Rate	SFM \$158	CENT \$195	COUR \$205	BURT \$225
	J.V. \$269	FRONT \$275	O'MEAR \$295	SIL-T \$335

## STATE-WIDE CENTRALIZED VEHICLE FILE

The Centralized Vehicle File (CVF), maintained by SFM, is a listing of all State-owned motor vehicles maintained by SFM. All vehicles one ton and larger were included in the CVF December 30, 1990. The following tables reflect summarized CVF data:

## VEHICLE OWNERSHIP BY PRINCIPAL DEPARTMENT

DEPARTMENT	CARS, VANS, LT. TRUCKS	1-TON & LARGER	TOTAL	PERCENT OF TOTAL
Administration	1,639	17	1,656	16.4
Agriculture	64	6	70	1.0
Corrections	324	61	385	4.6
Education	7	0	7	.1
Health	26	0	26	.4
Higher Education	1,236	196	1,432	17.0
Transportation	826	2,727	3,553	42.6
Institutions	178	48	226	2.8
Judicial	3	0	3	.1
Labor & Employment	32	1	33	.4
Local Affairs	12	0	12	.2
Natural Resources	576	24	600	7.4
Public Safety	527	11	538	6.4
Military Affairs	4	0	4	.1
Revenue	27	1	28	.3
Social Services	15	0	15	.2
TOTALS	5,496	3,092	8,588	100.0

ANNUAL PROFIT AND LOSS STATEMENT  
STATE FLEET MANAGEMENT PROGRAM

FOR YEAR ENDED JUNE 30, 1991

Unaudited

<b>Income:</b>	\$4,896,064
Intersectional sales	\$ 321,867
Auction revenue	\$ 51,151
<b>Total income</b>	<u>\$5,269,082</u>
<b>Expenses:</b>	
Personal services	\$ 416,651
Comp absence	\$ (7,916)
Operating expense	\$ 249,360
Depreciation	\$1,440,011
Indirect cost	\$ 30,810
Interest	\$ 295,695
Insurance	\$ 170,448
Equipment maintenance	\$ 5,693
Cost of goods sold	\$1,550,645
GGCC cost	\$ 12,864
Building rental	\$ 13,802
Lease vehicle	\$ 190,466
Auction expense	\$ 3,223
Intersectional sales	\$ 321,867
<b>Subtotal expenses</b>	<u>\$4,693,619</u>
DCS overhead	\$ 165,362
<b>Total expenses:</b>	<u>\$4,858,981</u>
<b>Profit or (Loss):</b>	<u>\$ 410,101</u>

## 22 State Garage

Principal operating location:  
1001 East 62 Avenue, Denver (North Campus)  
Manager: Sonny Otero  
Telephone number: 287-2511

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

## GARAGE LABOR RATE COMPARISON WITH PRIVATE SECTOR

	SFM	FIREST	ADOLP	GDYR	O'MEA	DOUG	SNOW	PRO
RATE/ HOUR	\$26	\$35	\$38	\$39	\$39	\$41	\$42	\$45

FISCAL YEAR	INVOICES INCOME	PROCESSED	HOURS CHARGED	FTE	EFFICIENCY SUPERVISOR	EFFICIENCY MECHANIC
1986-1987	\$170,000			3		
1987-1988	\$201,000	2,660	3,235	3	84%	128%
1988-1989	\$263,000	3,190	4,047	3	94%	137%
1989-1990	\$240,000	3,740	3,739	3	86%	125%
1990-1991	\$246,000	2,980	3,794	3.5	82%	131%

## 23 State Motor Pool

Principal operating location:  
1555 Sherman Street, Denver  
Manager: Freddie Trujillo  
Telephone number: 866-3030

The State Motor Pool furnishes rental vehicles for short-term use by State government agencies. Fifty-three vehicles were assigned to the Motor Pool as of June 30, 1991. 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. The efficiency, miles, and revenue of the Motor Pool have been steadily increasing as follows:

SFM dispenses fuel to State vehicles from a 10,000 fuel tank at 1555 Sherman Street in Denver. Fuel sales at this State pump have increased by 38 percent over the last three years. Fuel costs have increased by 25 percent over the last year because of the Mid East crisis.

## FUEL SALES

FISCAL YEAR	GALLONS-DISPENSED	INCOME	SHRINKAGE FOR YEAR	AVERAGE COST/GALLON
1985-1986	70,000			
1986-1987				
1987-1988	76,000			
1988-1989	102,000	\$55,200	-217	\$.60
1989-1990	110,000	67,000	-38	\$.61
1990-1991	104,000	\$87,300	-253	\$.76

## EFFICIENCY, MILES, AND REVENUE OF THE MOTOR POOL

FISCAL YEAR	EFFICIENCY	FTE	AVG VEHICLES FOR YEAR	TOTAL MILES	AVERAGE MILES PER YEAR PER VEH	REV TOTAL	REV/VEH REPAIR	REV PER FTE	REV PER MILE
1986-1987		2	40	657,000	16,425				\$.24
1987-1988	66%	2	40	730,478	18,262	\$171,636	\$85,800		\$.24
1988-1989	73%	2	38	793,365	20,878	\$195,386	\$97,700		\$.25
1989-1990	75%	2	42	854,889	20,355	\$223,790	\$12,173	\$118,000	\$.2641



## 24 Mail Services Section

Principal operating location:  
225 East 16th Avenue, First Floor, Denver  
Manager: Helen Nopens  
Telephone number: 894-2609

Mail Services is composed of specialized sections that performs duties that include the pickup and delivery of mail at State offices in the metropolitan Denver area, automated mail preparation, postage application, and opening, sorting, and delivery of incoming mail. The interaction of our individual units results in a full system that provides a complete range of quality mailing services, responsive to the individual needs of government mailers, in an economical and timely manner.

The Dispatch Unit operates ten vehicles, and makes daily scheduled stops at State offices located within the four-county metropolitan area. U.S. Postal Service mail, interdepartmental mail, and commercial freight are picked up or delivered. This unit also serves the General Government Computer Center, providing dedicated services to major customers, and distributing reports to other agencies through the scheduled delivery system. On-call courier service is available for special services at customer request. In Fiscal Year 1990-1991, three vehicles, having more than 100,000 miles each, were replaced with equivalent vehicles through the Fleet Management Program.

The Interdepartmental Mail Unit is our hub for the distribution system. U.S. Postal and Interdepartmental mail are sorted and staged for delivery to the agencies on the vehicle routes. Incoming mail, from the delivery routes, is directed to the Metering Unit to be processed for mailing, or sorted for delivery through the Interdepartmental system or the appropriate vehicle delivery route. This unit provides intensive mail pickup and distribution to the State offices in the Capitol Complex, defined as a six-square-block area surrounding the Capitol building. The large number of offices concentrated in this area are served by walking messengers, who distribute all types of mail, three times daily. The frequency of daily stops makes it possible for mail picked up in the morning to be delivered the same afternoon throughout the metropolitan Denver area.

The Metering Unit provides the expertise of mailing professionals, familiar with the U.S. Postal Service and other shipping systems, and high-speed equipment necessary for automated mail processing. Postage is applied to outgoing State mail, including completed mailing jobs processed by the Metering Unit. Advanced automated equipment is utilized for

folding, applying mailing labels, inserting materials into envelopes, sealing, and applying postage.

In Fiscal Year 1990-1991, the primary production indicators for postage use and mail volume processed, rose slightly over the FY 90 levels. Total mail volume processed was 12,127,000 pieces. The components of outgoing mail volume were: metered mail, 8,418,970 pieces: permit mailings 3,697,500 pieces: and 10,590 packages were shipped via commercial freight. Postage costs amounted to \$2,754,000, an increase of \$172,000 over the previous year. Major customers served by this unit include the Division of Employment, the Student Loan Division and the Departments of Social Services, Natural Resources, and Regulatory Agencies.

Three equipment acquisitions were made in FY 91. A Frieden inserter was purchased to provide automated folding and inserting for jobs that had required handwork by temporary employees to process. The labor expense and production uncertainties have been greatly reduced as a result. A Pitney Bowes Model 6500 commercial mail metering machine replaced a seven-year-old model. An AutoMecha Accufast labeling machine was acquired to supplement an older model.

The Metering Unit is expected to make major upgrades to its' inserting equipment in FY 92. The two primary Pitney Bowes inserters used daily for checks and large mailings will be replaced by Pitney Bowes Model 8300 inserting systems. Also, a Moore Self-Mailer, which creates an envelope from the form being mailed, eliminating envelope costs, is expected to be operational.

The capabilities of the Billing Unit were enhanced by the acquisition of a Pitney Bowes Mail Management System, which records postage use and other data against 1,200 State agency accounts. The system is connected to the four metering stations and to inserters set up for postage application. It is linked by cable to a computer in the Billing Unit, which interfaces by direct phone link with GGCC and COFRS. Metering cost data is downloaded from the workstations and recorded daily in COFRS. This system allows Mail Services to be very responsive to customer inquiries about cost, volume, or other aspects of their mailings. Copies of daily or monthly summaries of charges against a given mailcode are quickly available. The mailcode system allows agencies to assign unique codes to sections and units within the agency, or to isolate the uses of funds from mixed sources. The responsiveness of this system allows State agencies to closely monitor their mailing budgets, and provides information on

mailing preparation costs, as well as the cost of postage used.

The Incoming Revenue Mail Room, located at 1375 Sherman Street, operates both day and night shifts. The unit processed 6,435,100 pieces of mail during the fiscal year. This represents an increase of 2.3 percent over the fiscal year 1990 volume. After pickup and sorting, the mail is opened and documents processed. Documents which have been prepared in this manner are ready to be utilized by the agency staff and are delivered by Mail Services' couriers at specified times.

Incoming tax mail, of all types, is picked up three times each night, from USPS General Mail Facility, and sorted exclusively for the Department of Revenue by the night mail room. All envelopes are opened, contents are date stamped, sorted to each tax section's requirements, and passed to various DOR sections by 6 a.m. each day. In excess of \$3 billion is processed by this operation each year. A significant financial advantage is derived from this overnight sorting process, in that remittances are processed and deposited on the day received, maximizing State interest earnings.

The day shift performs a similar function for the State Compensation Insurance Authority, Division of Insurance, Motor Vehicle Division, and Division of Employment, and the Departments of Education, Personnel, and Revenue. Mail is picked up each morning, from post office boxes maintained by the agencies, processed, and delivered by specified deadlines.

Two unusual challenges presented themselves during the period of this report. The first was to maintain the standard levels of pickup and delivery service to the numerous State agencies that moved from the State Services Building, 1525 Sherman Street, to other metropolitan area locations, while the building is being renovated.

Adjustments were made to Interdepartmental and Dispatch delivery routes for the distribution and pickup of mail. Also, Mail Services relocated to the Capitol Life Building, one block from 1525 Sherman. All inserting, metering, and mail preparation equipment was also moved. The relocation and delivery adjustments were made without interrupting daily operations.

In February 1991, the U.S. Postal Service increased postage rates in many classes of service. A 16 percent increase was implemented for first-class mail. Mail Services received supplemental spending authority of \$171,000 to compensate for the impact of the rate increase over the last five months of Fiscal

year 1990-1991. As noted, postage use for fiscal year 1991 increased \$172,000 over Fiscal Year 1990 because of the rate increase.

The postal rate increase brought the need to maximize the mailing budgets of State agencies. Mail Services has presorted the majority of first-class mail by zip code for the past five years. Presort savings, currently \$.042 per piece, are returned to our customers in the form of reduced postage charges. Annual postage savings have been slightly more than \$150,000.

While increasing postage rates, the Postal Service also offered greater discounts for automated, or "Zip+4" barcoded mail. Barcoded mail may receive a discount as much as \$.015 per piece in addition to the basic \$.042 discount for zip code presorting. This additional discount could amount to \$75,000 each year.

To allow State agencies to access these enhanced discounts, Mail Services acquired Zip+4 barcoding software, which was installed at the General Government Computer Center, for use at no cost by agencies generating their mailings through GGCC mainframe computer. It is expected that a system that will read addresses and apply Zip+4 barcodes to approximately 25,000 pieces of mail per day, will be installed at Mail Services in fiscal year 1992.

In the coming year, Mail Services' focus is to maximize the mailing budgets of State agencies and to reduce the impact of the postage increase. The specialized equipment and software required for barcode application to State mail will allow agencies to mail at the lowest possible postage rate. Also, the cost of mail preparation, including materials costs, will benefit from the use of this more efficient equipment.

ANNUAL PROFIT AND LOSS STATEMENT  
MAIL SERVICES SECTION

FOR YEAR ENDED JUNE 30, 1991

Unaudited

<b>Income:</b>		\$4,252,058
Total income		<u>\$4,252,058</u>
<b>Expenses:</b>		
Personal services		\$1,017,403
Operating expense		\$ 223,937
Comp absence		\$ (39,800)
Depreciation		\$ 23,346
Indirect cost		\$ 49,091
Equipment maintenance		\$ 49,733
Cost of goods sold		\$2,697,086
GGCC cost		\$ 5,579
Building rental		\$ 17,464
Leased vehicle		\$ 27,603
<b>Subtotal expenses</b>		<u>\$4,071,442</u>
DCS overhead		\$ 147,600
<b>Total expenses:</b>		<u>\$4,219,042</u>
<b>Profit or (Loss):</b>		<u>\$ 33,016</u>



## 25 State Print Shop

The State Print Shop  
1001 East 62 Avenue  
Denver, CO 80216  
Manager: Paul Dickerson  
Telephone Number: 287-8047

The State Print Shop has great news to report. We have relocated to 1001 East 62 Avenue. Our new facility provides 10,000 square feet of production space as compared to 4,700 square feet in our previous location. Our new location gives us the ability to open up our work areas in camera, press, and bindery. Our entire paper inventory is located in the center of the operation, and we have dock facilities now to accommodate deliveries by larger paper trucks with ease and efficiency.

Another highlight at the plant is the installation of a new press with 15 inch x 18 inch maximum sheet size. It will also print two colors on one side of a sheet with one pass through the press. This new press will help us to continue to produce quality printing in a cost effective and timely manner.

Along with the move to our new location, we achieved our second most productive year in our 16-year history. This was accomplished because of the dedication and hard work of many of our employees doing the best possible job to insure that the move was accomplished in the most efficient possible way. As a result, actual loss of productive time was less than five days.

The total production for the year was over 80 million impressions, which is an increase of 5.3 percent above the previous year. The total income was \$1,228,604, which yields a cost per impression of \$.0154, which is lower than the previous year. This means we are keeping the cost of printing to a minimum for state agencies. We also responded to more than 5,000 jobs with an average turnaround time of 6.3 working days.

Another important development in state printing was the introduction of Total Quality Management. This mode of operation requires employee involvement and managerial cooperation. Our customers benefitting from TQM is our constant goal. The realization of continued low prices, high quality with customer oriented responsiveness is achievable and will be the focal point for all employees at the State Print Shop.

## ANNUAL PROFIT AND LOSS STATEMENT STATE PRINT SHOP

FOR YEAR ENDED JUNE 30, 1991

Unaudited

<b>Income:</b>	\$1,228,604
Total income	<u>\$1,228,604</u>
<b>Expenses:</b>	
Personal services	\$ 651,102
Comp absence	\$ (23,618)
Operating expense	\$ 68,827
Depreciation	\$ 41,440
Indirect costs	\$ 26,246
Equipment maintenance	\$ 42,460
Cost of goods	\$ 386,381
Building rental	\$ 23,208
GGCC cost	\$ 22,548
<b>Subtotal expenses</b>	<u>\$1,238,594</u>
DCS Overhead	79,616
<b>Total expenses</b>	<u>\$1,318,210</u>
<b>Profit or (Loss):</b>	\$ (89,606)

## **26 Office Copier Management Program and Quick Copy Centers**

Principal operating location:

225 East 16 Avenue, Suite 1050, Denver

Manager: Paula Edwards

Telephone number: 894-2370

### **COPIER MANAGEMENT PROGRAM**

The Copier Management Program provides quality copiers and supplies to the downtown Denver state agencies and oversees the management of the state-wide copier rental contract. Currently, there are 179 copiers in 48 locations in the Denver metropolitan area and over 1,100 copiers throughout the state.

Several agencies moved their locations throughout the year, including the agencies that were in the State Services Building, 1525 Sherman Street. Copier moves or placements were coordinated between the Division, the agencies, and the vendors so that everyone had a copier ready for use at his or her new location.

A customer service survey done in the Spring shows there has been a steady increase in customer satisfaction with the Program. Interviews with other agencies using the copier rental contract also indicate a high level of satisfaction with the equipment and the current vendors.

A formal key operator training program was begun this year, with meetings being held in all the major buildings in the Capitol Complex. Two meetings were held at 225 East 16 Avenue for the key operators located outside of the Complex.

The Copier Program is contributing to the "Recycle Colorado" program by not only encouraging the collection of paper, but also by buying recycled paper for use in the copiers. Because there is still a price difference and supply hasn't been able to keep up with the demand, we are unable to use only recycled paper, but at least three out of every ten cases used are recycled paper.

### **QUICK COPY CENTERS**

The five Quick Copy Centers in metropolitan Denver provide convenient and economical reprographic services to State agencies. Besides producing copies of good quality, the Centers offer collating, stapling, pickup and delivery at no additional cost.

Owing to the renovation of 1525 Sherman Street, the Quick Copy Center in that building had to be relocated at 110 16th Street, seventh floor. In spite of a delay in having the room ready and an error in the electrical wiring, the Center lost only one day of production. Work was shifted to other Centers, so we were able to meet the needs of our customers.

Earlier this summer, a customer service survey was conducted by the Division's marketing staff. As in the past, satisfaction was very high, with an overall rating of 8.2 on a scale of 1 to 10. Several suggestions also came out of the survey, such as providing colored paper, increasing the number of copies we will do, and increasing our turnaround time. We are in the process of studying the feasibility of several of these suggestions for immediate implementation.

ANNUAL PROFIT AND LOSS STATEMENT  
OFFICE COPIER MANAGEMENT PROGRAM

FOR YEAR ENDED JUNE 30, 1991

Unaudited

<b>Income:</b>	\$966,989
Total income	\$966,989
<b>Expenses:</b>	
Personal services	\$ 75,671
Comp absences	\$ (2,964)
Operating expense	\$563,263
Depreciation	\$ 1,593
Indirect costs	\$ 27,387
Equipment maintenance	\$ 16,258
Cost of goods sold	\$118,425
GGCC cost	\$ 11,019
<b>Subtotal expenses</b>	<u>\$810,653</u>
DCS overhead	\$ 85,189
<b>Total expenses:</b>	<u>\$895,841</u>
<b>Profit or (Loss):</b>	<u>\$ 71,148</u>

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ANNUAL PROFIT AND LOSS STATEMENT  
QUICK COPY CENTERS

FOR YEAR ENDED JUNE 30, 1991

Unaudited

<b>Income:</b>	\$648,892
Total income:	\$648,892
<b>Expenses:</b>	
Personal services	\$167,964
Comp absence	\$ (6,096)
Operating expense	\$ 71,848
Depreciation	\$ 61,584
Indirect costs	\$ 13,693
Equipment maintenance	\$151,228
Cost of goods sold	\$109,374
GGCC cost	\$ 7,854
Lease vehicle	
<b>Subtotal expenses</b>	<u>\$577,449</u>
DCS overhead	\$54,192
<b>Total expenses:</b>	<u>\$631,641</u>
<b>Profit or (Loss):</b>	<u>\$ 17,251</u>

## 27 Design Center

Principal operating location:  
110 16th Street, Suite 1150, Denver  
Manager: J.J. Jackson  
Telephone number: 620-4860

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

The first quarter of Fiscal Year 1990-1992 saw us expanded the electronic publishing arena to encompass the entire Design Center. Each designer has their own computer work station. We are now more efficient due to today's technology. We can use agencies programs from IBM, IBM compatible, or Macintosh computers to convert their text to typesetting quality through our Linotronic Imagesetter equipment.

The Design Centers performance efficiency rating increased from 88 percent in Fiscal Year 1989-1990 to 91 percent in Fiscal Year 1990-1991. With this increased efficiency, we now offer faster turnaround time.

The Design Center also offer a new service which is laser output (typesetting) service. They can output from most software packages using PostScript.

The Design Center moved in the second quarter from 1525 Sherman Street to 110 16th Street. the move was the cause of asbestos removal and renovation of the State Services Building. As a result of the Attorney General's Office taking more space when the building is completed, the Design Center will be forced to move to a new location in 1992.

During the third quarter of Fiscal Year 1990-1991, the Design Center implemented a Total Quality Management program to continually work on customer satisfaction. Many recommendations were made and subgroups are still meeting to work on customer needs.

In the fourth quarter, the Design Center resurrected an old service that had not been provided for several years. This service is where we will take an agency's project (which cannot be printed by any state printing facility), prepare the artwork, write up the specifications for State Purchasing to bid, and then follow the job through the private sector print shops until the job is delivered. This service will help establish the Design Center as a one-stop service.

## ANNUAL PROFIT AND LOSS STATEMENT DESIGN CENTER

FOR YEAR ENDED JUNE 30, 1991

Unaudited

<b>Income:</b>	\$257,466
Total Income:	\$257,466
<b>Expenses:</b>	
Personal services	\$189,619
Comp absence	\$ (7,960)
Operating expense	\$ 17,553
Depreciation	\$ 17,569
Indirect costs	\$ 6,847
Equipment maintenance	\$ 4,198
Cost of goods sold	\$ 28,476
<b>Subtotal expenses</b>	<u>\$256,302</u>
DCS overhead	\$ 28,002
<b>Total expenses:</b>	<u>\$284,304</u>
<b>Profit or (Loss):</b>	<u>\$(26,838)</u>



## 28 State Microform Services Center

Principal operating location:  
1001 East 62 Avenue, Denver  
Manager: Jeanine Smith  
Telephone number: 286-8521

In Fiscal Year 1990-1991, the State Microform Services section had a path-setting year. In late 1990, the Microfilm Center was awarded the job of filming all Department of Revenue income tax files. Fiscal Year 1990-1991, therefore, was the first year of implementing this huge job.

As expected, production for the Microfilm Center quadrupled. In Fiscal Year 1990-1991, almost 16,000,000 images were filmed. Over 12,000,000 of those images were a part of the new Revenue project. According to the Department of Revenue, by using the State Microform Services section, Revenue saved over \$100,000 in expenditures from when Revenue's staff did the filming internally.

As a result of the new job, our revenue almost doubled. In Fiscal Year 1990-1991, total revenue from the Center was \$432,372. This was a significant increase over the previous year's record of \$268,422.

During the past year, the section experienced changes in management. During the beginning of Fiscal 1991, Jon Goldstein was transferred from Microfilm to the Central Collection Service. Taking his place was Glenn Fox, a former Microfilm manager.

In June 1991, Jeanine Smith replaced Glenn Fox as manager of Microform Services. Jeanine brings to the Center a great deal of microfilm expertise that includes a solid background in production.

Other accomplishments in 1991 were the continuance of filming for the Department of Health and the State Historical Society. After several years of preparation, the Fragile Newspaper Filming Project also was started for the Historical Society.

### OUTLOOK FOR FISCAL YEAR 1991-1992

With a year of experience of filming the Revenue Project, State Microform Services will continue to improve the performance on this important job. We expect our productivity to continue to increase, while at the same time keeping our prices lower than any microfilming service bureau in the State. With that combination, we anticipate that 1992 will be the best year ever for State Microform Services.

## ANNUAL PROFIT AND LOSS STATEMENT STATE MICROFILM SERVICE CENTER

FOR YEAR ENDED JUNE 30, 1991

Unaudited

<b>Income:</b>	\$432,372
Total Income:	\$432,372
<b>Expenses:</b>	
Personal services	\$331,465
Comp absence	\$(13,001)
Operating expense	\$ 30,624
Depreciation	\$ 14,391
Indirect costs	\$ 6,847
Equipment maintenance	\$ 31,233
Cost of goods sold	\$ 44,614
Building rental	\$ 7,928
Lease vehicle	\$ 245
<b>Subtotal expenses</b>	<u>\$454,345</u>
DCS overhead	\$ 21,176
<b>Total expenses:</b>	<u>\$475,520</u>
<b>Profit or (Loss):</b>	<u>\$(43,149)</u>



## 29 North Campus

"North Campus" is an accounting classification that reflects rental income and offsetting expenses derived 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 Departments of Revenue, and Labor and Employment maintained units at North Campus. Fleet Management Program and State Microform Services 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 manager of State Microform Services. Two FTE maintenance employees are assigned.

## ANNUAL PROFIT AND LOSS STATEMENT NORTH CAMPUS

**FOR YEAR ENDED JUNE 30, 1991**

Unaudited

<b>Income:</b>	\$134,534
Total income:	<u>\$134,534</u>
<b>Expenses:</b>	
Personal services	\$ 86,689
Comp absence	\$ ( 897)
Operating expense	\$ 14,448
Depreciation	\$ 7,606
Indirect costs	\$ 4,562
Equipment maintenance	\$ 10
Leased vehicle	\$ 260
Utilities	\$ 43,713
<b>Subtotal expenses</b>	<u>\$156,391</u>
DCS Overhead	\$ 9,403
<b>Total expenses:</b>	<u>\$165,794</u>
<b>Profit or (Loss):</b>	<u>\$(31,260)</u>

### 30 Central Collection Service

Principal operating location:

225 East 16 Avenue, Room 555, Denver

Manager: Jon Goldstein

The Central Collection Service had an excellent year in Fiscal Year 1990-1991. It collected a total \$6,165,467. This represented a 6 percent increase over the previous fiscal year. Included is a gross increase in collections of \$238,000 over Fiscal Year 1989-1990.

In addition to increasing gross collections, the section decreased costs. During the year, the section was able to renegotiate its agreement with the law firm, Machol, Davis & Michael. The agreement mandated that all court costs be paid by the law firm, rather than Central Collections, or the State agencies that use Central Collections. This resulted in a savings of over \$20,000 in avoided court cost expenditures.

A major advancement occurred for the section in Fiscal Year 1990-1991. A new collection hardware and software package was fully implemented. Columbia Ultimate Business Systems is the awarded vendor. The new system has the following capabilities not available in the replaced system.

- a. Calculation of interest: the old system could not calculate interest. This creates problems for some clients that have statutory requirements to calculate interest on a daily basis.
- b. Ad-hoc reporting capability: the old system was unresponsive to generate special reports. As a result, thousands of dollars had to be spent to have even simple special reports created. With CUBS, reports can be created on almost any reference point, with no additional expense to the section. This capability will save \$5,000 per month in special report costs.
- c. Collector work-in-progress system: the new system will generate, on a daily basis, available debts for each collector to work. The WIP formula is management defined. The system will also allow collectors to move from one debt to the next much more quickly than was possible with the old system. As a result, more debtors will be contacted, and more collections made.

In Fiscal Year 1990-1991, Central Collections was impacted by two pieces of legislation—Senate Bill 140 and Senate Bill 15.

SB 140 is designed to involve private sector collection agencies in the collection of State debts. Key elements to the bill are: (1) State agencies are

mandated to refer debts to Central Collections 30 days after the debts are past due; (2) Central Collections will then have 120 days to collect the debt (after July 1, 1992, 90 days) whereupon; (3) the debts will be assigned to private sector collectors. The bill also provides a component based on geography in the assignment of debts to the private sector. The new bill will be implemented January 1, 1992.

Previous to SB 15, debts greater than \$500 had to be reduced to judgment by the operation of law before they could be collected against State of Colorado income tax refunds. SB 15 lifted the \$500 debt ceiling, thus increasing the effectiveness of the tax offset collection tool.

#### Fiscal Year 1992-1993

Central Collections is projecting an increase in net collected dollars of 10 percent over 1991. This is based on two factors. One, Senate Bill 140 requires that debts be referred for collection much earlier. The earlier debts are worked in terms of age, the more collectible they are.

The second factor suggesting a continuing increase in collections is implementation of our new computer system. We are now able to contact 10 to 20 more debtors per day, per collector, than with the previous system. This factor, plus working debts that are fresher in age, will allow Central Collections to set new collection records in Fiscal Year 1991-1992.

### **31 State Travel Management**

Principal operating location:

225 East 16 Avenue, Suite 1050, Denver

Manager: Norman B. Wilson

Telephone Number: 894-2370

The Division of Central Services received direction from the Department of Administration to devise a travel management program that would respond to legislative inquiries made during the interim legislative session of the summer of 1990. In response, the Division consulted with the Division of Purchasing and large travel-using government agencies. After consultations, the Division set in motion a plan to decentralize the distribution of airline ticketing but at the same time centralize travel management data collection through the State's travel card provider. With travel management data in hand, the State can, for the first time, negotiate with major travel suppliers in order to trade market share for discount rates.

As the contract for the current travel card provider was expiring, the State issued a Request for Proposals for travel card services that comprehend the terms of the new plan. Citicorp Diners Club made the best offer and won this contract. Under the terms of the contract, the State obtained several useful services. First, the State could easily decentralize travel agency services, insuring a customer oriented approach. Second, Diners Club provided, free of charge, collision damage waiver coverage for rented cars, \$350,000 trip insurance—death and dismemberment—with portal to portal coverage. Third, free lost baggage insurance up to \$1,250 per trip. Fourth, unlimited centrally billed airfare accounts at no charge. Fifth, travel cards issued without fee. Sixth, Diners Club provides for one year, at no charge, a travel coordinator to train State agencies and travel agencies in new travel procedures.

With the Diners Club systems in place, the State issued bids for travel agency services and State agencies ultimately chose some 225 travel agencies. The Division then issued centrally billed airfare accounts and, in January, the State Travel Management Program began formal operation.

Training events throughout the State followed rapidly reaching every State agency and institution of higher education. One feature of the Program is that the State receives a minimum 1 percent service fee on the net domestic airfares charged by the State, .5 percent of which goes to the Division. This service fee or rebate generated some \$18,000 to the Division in Fiscal Year 1990-1991 and \$57,000 to other agencies throughout the State. By conclusion of the fiscal year, the Division had enrolled all State agencies and institutions of higher education in the Program.

# APPENDIX

## 32 Major Equipment Inventory

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

### ADMINISTRATIVE CLERICAL SECTION

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

### STATE PRINT SHOP

DS CP 404 11 PLATE MAKER  
714 BAUMFOLDER SN83F029  
DCS 260D CAMERA W/FLASH LAMP COPY B  
BROWN PLATE MAKER  
DENSITOMETER  
SINK DEV TEMP CON BRN 30377/378  
TABLE PRECISION LINE UP NU-ARC  
NU-ARC MODEL RR41F  
LIGHT INTRIGRATOR  
BOURG COLLATOR  
#521000456 ST581001099  
COLLATOR 1412 004327  
P-23 PERFOR, SLITTER, SCORER, SN9800510  
VELOBID PUNCH/BIND #323 SN325167  
CHALLENGER PAPER CUTTER 26"  
ELEC PUNCH 111PM SN1118845  
BOS STITCHER  
MODEL 323 VELO BIND PUNCH  
BOURG STITCHER, FOLDER, COLLATOR  
STANDARD BOURG TRIMMER  
16" GBC ELECTRIC PUNCH  
NYDRENDAHL PERFORATOR SNJ-74-15-104  
COLLATOR 1546002763 ST. FOLD ROTO 50  
VELO BINDER MODEL 210  
MULTI-FOLDER 3315  
CHALLENGE CUTTER  
2850 PRESS SORT FEED SN384737  
PACK FEEDER 2850 OFFSET PRESS

13650 COLO HEAD FOR 360CD SN862694ACA  
POWDER SPRAY SYS SN12850435  
67 SORT/TOWER MODULES/INTERFACE  
SOLNA OFFSET PRESS MODEL 125 #12207  
DAVIDSON 702 PERFECTOR OFFSET PRESS  
ROTARY SLITTER SN88676706  
CARLSON REGISTER SYSTEM  
360CD OFFSET PRESS #11484  
AB DICK 360T  
360T W/NUM ATTACHMENT SN13512  
SYS 6W/ELEC CAM, OFFSET ONLISORT  
CARLSON REGISTER SYSTEM  
BOURG FOLDER SN551000755  
BOURG TRIMMER SN200518  
NUMBERING HEADS  
1250 MULTILITH OFFSET PRESS SN383261  
1250 MULTILITH OFFSET PRESS SN383263  
1275 MULTILITH OFFSET PRESS  
1250 MULTILITH OFFSET PRESS SN948176  
PLATE PROCESSOR  
A/T COMPUTER

### DESIGN CENTER

CAL COMP COLOR MAST THERMAL PRINTER  
QPM PHOTOMAKER SNSD628714  
RC PROCESSOR 20 AMP SN11006  
NEC SPINWRITER SN7710 PRINTER  
TYPESETTER G1610 D/F W/STAND SN65001  
GPM VIDEOSHOW 160 SN16002K46  
ITEK G 1610 650011 DF PHOTOTYPE SYS  
MDR 12110 MULTIDISK READER  
KROY LETTERING MACHINE  
HYDROLIC LIGHT DRAFT TABLE  
THERMOFAX  
6 FLAT FILES  
THERMOFAX SN285126  
3114 RC PROCESSOR W/DRYER

### STATE MICROFORM SERVICES

42X LENS, PLATEN, MASK  
3M CAMERA M 41906 SN304007  
RELIANT 800 16MM ROTARY CAMERA  
F 10 PROCESSOR  
#9000054 MAGAZINE  
22E READER 24X ROTATION  
105MM SILVER FICHE DUPLICATOR  
COPYBOARD  
500 LM READER-PRINTER SNDR17112  
DX 35MM PRINTER  
EXTEC CAMERA  
RECON KODAK MCG FILM UNIT SNN1634  
MICRO FILE MACHINE SN15595  
3M-3401 MICROFILM CAMERA  
FILM READER MOBIL 1600  
RECORDAK - R750  
PROCESSOR/KODAK PRO STAR 11  
CPU CFG W/KEYBOARD & MONITOR



MICROFILM DUPL SN4CO365  
42X LENS PLATEN MASK  
DIAZO DUPLICATOR  
INSPECTION TABLE  
EXTEK 3100 POSI DUPLICATOR  
GAF 16/35 ROLLFILM DUPLICATOR MACHINE  
MACBETH TD 500  
2 JACKET READER FILLERS  
MICROFILM CAMERA MRK-1  
RCORDAK MRD 2 CAMERA  
CANON 100 RECORDER CAMERA

#### **QUICK COPY CENTERS**

XEROX 9900 SN920051548  
XEROX 9500 SN685-002882  
XEROX 9500 SN685-002273  
XEROX 9500 SNF4012393  
KODAK 100 AF SN104-230  
XEROX 9500 SN685021168

#### **STATE MOTOR POOL**

TIRE MACHINE  
PRESSURIZED WASHER  
10,000 GALLON GAS TANK # PUMP  
PUNCH ELEC EMBOS MACHINE SNC01157  
GASBOY AUTO FUEL SYSTEM  
LNC AIR END LIFT

#### **STATE GARAGE**

LATHE AMMCO 4000 & 2400 BENCH  
AIR COMPRESSOR  
COMPUTER WHEEL  
COMPUTER WHEEL BALANCER WB 230  
1.6-TON CAP AIR OPER END LFT WALK  
HOT WATER HIGH PRESSURE CLEANER  
WHEEL ALIGN RACK W/JACKS 34018  
ANALYZER ENGINE SUN 32761  
EXHAUST ANALYZER HMLTON MDL#CVI  
INFRA-RED EXHAUST GAS ANALYZER  
AUTOMATIC TIRE CHANGER SN111-50-801  
ELECTRIC DRILLS  
ASSORTED SHOP MANUALS  
15-TON HYDRAULIC LIFT  
HYDRAULIC PRESS  
HIGH PRESSURE CLEANER  
12-DRAWER ROLL CABINET  
20 ASST SCKT STS MET/STNDRD  
TOOL BOX SNAP-ON  
BOTTEM

FLEET MANAGEMENT PROGRAM  
AT&T CPU #0109314 KEYBOARD SN1682932  
6300 PC MICRO W/384 RAM SN0201206  
AT&T CPU SN236261 KEYBOARD MONITOR  
BILLING MODULE  
PREVENTIVE MAINT MOD  
PRINTER SHARING W/BUFFER SNMB0721

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

MAIL SERVICES SECTION  
METERING MACHINE PB 6100  
SEALER MAIL MACHINE  
PB 1860 FOLDER SN5165  
714 FILDER SN 83J-143  
FRIEDEN ELECTR SCALE SN871072006  
PITNEY BOWES METER  
PITNEY BOWES METER AND STACKER  
6100 MAIL MACHINE 043521  
ELECTRONIC SCALE MDL5890 SN7020  
ELECTRONIC SCALE MDL5890 SN8151  
METERING MACHINE 5655 SN4320  
METERING MACHINE 5655 SN4322  
6100 MAIL MACHINE SN043753

LIBRA ELECTRONIC POSTAGE SCALE 24 LBS  
2 PCS/7 MINI-PACS/2PRNTRS/1SCALE  
ELECTRONIC SCALE MDL5890 SN2874  
ELECTRONIC SCALE MDL5890 SN7015  
XEROX 763 LABELER SN28867  
PB 1800 FOLDER SN32885  
PB INSERTER MAX  
PB 1861 FOLDER SN13331  
PB ADDRESSOR PRINTER  
PRINTER DI 3100 SN020641 W/MANUAL  
AUTOMECHA LABELER/ACCUFAST 1  
ABE PERFORATOR SN50044  
CONVEYER BELT  
SORT MODULE  
METER HEAD MODULE RTPG-1 S0581  
FOLDER MDL 18208 SN045070  
FOLDER MDL 18208 SN045037

**COLLECTIONS**

PRINTER SN001367

### 33 Personnel Inventory

This chart satisfies the requirements of Colorado Revised Statute 24-30-1109(1)(c) to report Central Services' personnel inventory. The information here reflects the last day of the fiscal year.

NAME	CLASS TITLE	
Theodore R. Abad	Clerical Supervisor II	
Penny J. Adkins	Staff Assistant I	
Lynn M. Arguello	Administrative Clerk	
Thomas S. Bainton	Senior Administrative Clerk	
Nanette K. Bales	Sr Micrographic Tech	
Robert M. Barefield	Clerical Assistant C	
Barbara Jean Baskin	Clerical Supervisor III	
Nancy M. Behrens	Senior Administrative Clerk	
Mary C. Bentzinger	Clerical Assistant C	
Mary E. Bixenmann	Clerical Assistant B	
Doris Jean Blain	Collections Repr B	
Cheri L. Bryson	Senior Dupl Equipment Operator	
Paul M. Bustos	Clerical Assistant A	
Shirley J. Carr	Administrative Clerk	
David J. Carrillo	Vehicle Driver	
Brenda E. Carrillo	Senior Administrative Clerk	
Maria E. Carter-Archuleta	Sr Collections Repr	
Andrew J. Castro	Clerical Assistant A	
Phyllis Chavez	Printer II	
Joseph K. Christenson	Printer II	
Rick D. Ciminelli	Graphic Designer A	
Patty L. Cisneros	Supv, Micrographic Technician	
Edward Cole	Micrographic Tech A	
Joseph A. Dean	Clerical Assistant C	
Shirley A. Delgado	Clerical Assistant C	
Paul H. Dickerson	Printer IV	
Diana C. Dixon	Printer II	
Linda Dobrinich	Staff Assistant I	
Carlos G. Dorrance, Sr.	Clerical Assistant B	
Tonya D. Douglas	Dupl Equipment Operator A	
Elizabeth Evans	Senior Dupl Equip Operator	
Lisa B. Follett	Staff Assistant I	
Glenn L. Fox, Jr.	Administrative Officer II	
Carmen Freeman	Clerical Assistant C	
Bonnie Freeman	Collections Repr B	
Cheryl Lynn Garcia	Dupl Equipment Operator A	
Becky Garcia	Clerical Assistant A	
Shiva G. Ghassemi-Hersini	Administrative Clerk	
Robert E. Giovanni	Automotive Mechanic	
Jon L. Goldstein	Administrative Officer II	
Denise G. Gomez	Clerical Supervisor III	
Helen B. Gonzales	Clerical Assistant A	
Lucy B. Gonzales	Clerical Assistant C	
Irene E. Gordy	Clerical Supervisor III	
Forrest Grawn	Sr Collections Repr	
Albert V. Gunderson	Printer II	
Billie R. Hallcy	Clerical Assistant C	
Deborah N. Handerhan	Senior Typesetting Equip Opr	
Lila May Hann	Printer II	
John M. Helm	Clerical Assistant B	
Sherryl M. Henrikson	Clerical Assistant B	
Theodore C. Hill	Clerical Assistant C	
Lewis G. Howard	Collections Repr B	
James L. Jackson, Jr.	Design/Art Director	
Paul C. Jensen	Program Administrator I	
Shirley R. Jimenez	Administrative Clerk	
Stephen L. Kaiser	Vehicle Driver	
Eleanor M. Kellems	Printer IV	
David K. Kittredge		Information Equip Spec B
Michael H. Lafferty		Administrative Officer II
Marcella G. Lewis		Sr Data Entry Operator
Susan Lozoya		Clerical Assistant B
Henry S. Maestas		Printer II
Ouida Yvonne Magee		Collections Repr B
Lois Maxwell		Bindery Equipment Opr B
Eugene McClanahan		Vehicle Driver
Hanh T. Nguyen		Printer II
Helen Nopens		Administrative Officer II
Robert L. O'Lear		Printing Plant Supervisor II
Orlando A. Otero, Jr.		Automotive & Equip Mechanic
Dennis L. Pearl		Collections Repr B
Erlinda Perez		Senior Administrative Clerk
Michael St. Peter		Graphic Designer C
Germaine M. Plunkert		Senior Secretary
Rosalie Quintana		Staff Assistant I
Valerie F. Rash		Micrographic Tech A
Barbara A. Ray		Micrographic Technician B
Sheryl A. Recknor		Vehicle Driver
Theodore A. Renville		Micrographic Tech B
Scott C. Renville		Information Equip Opr C
Kay M. Richards		Administrative Clerk
Gloria M. Rodriguez		Clerical Assistant C
Jessie L. Rodriguez		Sr Administrative Clerk
Karen J. Romero		Bindery Equip Operator B
Randy Romero		Vehicle Driver
Robert J. Romero		Printer III
Rhonda Sue Roybal		Senior Administrative Clerk
Lawrence Ryan		Clerical Supervisor I
James E. Schrambeck		Senior Maintenance Mechanic
Richard W. Schroeder		Collections Repr B
Robert M. Seiler, Jr.		Printer II
Dwayne W. Senske		Sr Collections Repr
Cecil B. Sharp		Vehicle Driver
Susan Shook		Administrative Clerk
Denise A. Sisneros		Senior Administrative Clerk
Steven M. Slane		Graphic Designer B
Sonia Soltanovich		Collections Repr A
Nicoll E. Stapleton		Clerical Assistant B
Paula A. Steelman		Administrative Officer II
Paul R. Stempien		Administrative Officer II
Cecille A. Sutton		Micrographic Tech B
Albert Tanguma		Printer III
Gilbert Thomas III		Clerical Supervisor III
Donald A. Thordsen, Jr.		Automotive Service Worker
Victoria Trujillo		Senior Administrative Clerk
Freddie M. Trujillo		Clerical Supervisor I
Ernie J. Trujillo		Senior Administrative Clerk
James R. Twark		Administrative Officer II
John E. Whitehurst		Prin. Bindery Equip Opr
Leta Wilkerson		Senior Dupl Equip Operator
Marc Wilkerson		Printer III
Stephen J. Wilkerson		Senior Dupl Equipment Operator
Norman B. Wilson		Administrative Officer I-B
Charleston Wimbs		Vehicle Driver
Linda J. Yost		Typesetting Equip Opr B
Gerry L. Zejda		Clerical Assistant C







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