

# Department of Personnel & Administration Performance Management Plan Fiscal Year 2025-2026



Photo by DPA employee, Laura Koeneman



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## Department Mission, Vision, Values, and Goals

The Department of Personnel & Administration (DPA) provides State government agencies and institutions the ability to focus their resources on their mission and the delivery of services to Colorado residents. DPA performs core functions that provide the infrastructure, processes, services, guidance, and tools necessary to alleviate redundancy in State government and minimize costs. The Department seeks to be the State's leader in service excellence by offering quality services that enhance the success of Colorado State government. The expansive knowledge base and values of inclusivity, service, teamwork, integrity, responsiveness, and transparency guide DPA's day-to-day operations and ensure its staff is equipped to meet the mission and vision.

DPA collaborates with employees, agencies, institutions, vendors, and citizens to develop innovative ways to provide cost-effective solutions that strengthen the State's ability to conduct business. These solutions lessen the burden and complexity of doing business, and allow the DPA to engage customers and exceed their expectations at every step.

The statutory authority of DPA is found in Title 24, Article 50.3, Sections 101-105 of the Colorado Revised Statutes.

The Department of Personnel & Administration (DPA) provides State government agencies and institutions the ability to focus their limited resources on their mission and the delivery of services to Colorado citizens.

## Department Mission

Enabling the success of State government through efficiency, collaboration, and innovation.

## Department Vision

To create a Colorado for All by enabling the consistent and seamless delivery of quality government services.

## Department Values

DPA employees proposed and the Department adopted the following values:

- **Inclusivity** - Contributing to and maintaining a consciously unbiased environment where everyone feels welcomed, respected, and valued as individuals while building a Colorado for All
- **Service** - Being helpful, useful, timely, and efficient in our actions, results, and communications
- **Teamwork** - Collaborating with and empowering each other to achieve success
- **Integrity** - Being honest and fair in our work and relationships
- **Responsiveness** - Engaging and following through in a way that promotes respect, energy, creativity, and adaptability
- **Transparency** - Operating with accountability, clarity, and ethics in a way that builds and sustains trust



## Department Description

The Department provides the infrastructure needed for Colorado State government to perform in a consistent, productive, and cost-conscious manner.

The Department operates much like a business within State government, providing centralized authority, services, and programs such as human resource management and oversight; risk management; training; procurement management and oversight; financial assistance and guidance; graphic design, printing, scanning, and copying services; fleet vehicle management; and adjudication

services for agencies and programs throughout State government. The Department's success depends upon offering quality and value to customers and stakeholders by providing economically efficient and sound services while adhering to the highest standards of personal and professional integrity.

The DPA customer base is three-fold. DPA serves: 1) government entities, including Colorado State agencies, Institutions of Higher Education, the General Assembly, and local municipalities; 2) State employees; and 3) the public.

## **Department Strategic Goals**

1. **Workforce of the Future:** Increase STAR Applicants
2. **Reduce the State's Physical Footprint**
3. **Greening Government:** Increase State Fleet Electric Vehicle Adoption

See also the [State of Colorado strategic priority dashboard for regular updates on our progress against these goals](#).

**The Department serves three main functions: it is a central authority; supplies central services; and houses central programs.**

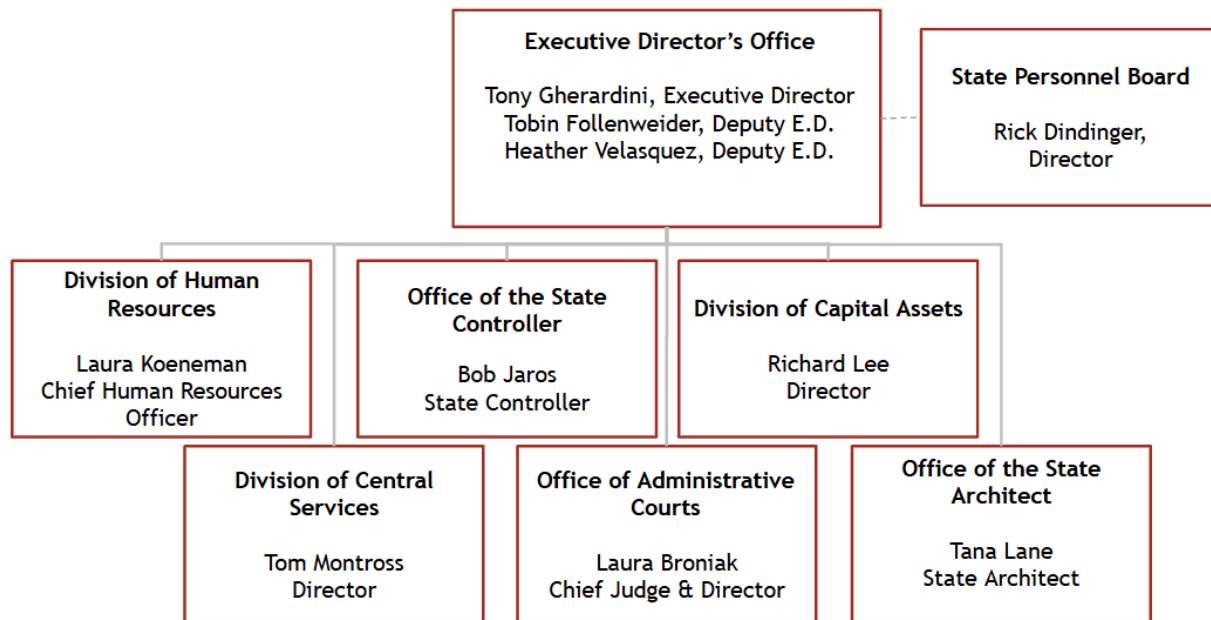


# COLORADO

## Executive Director's Office

Department of Personnel & Administration

### Department Structure



### Executive Director's Office

The Executive Director's Office (EDO) is responsible for essential duties that affect the Department and its customers. The office provides DPA with operational management direction, policy formulation, and core internal functions in the areas of financial services, human resources, communications, media relations, and legislative relations. Additionally, the EDO interacts with agencies Statewide in many areas, including common policies, billing, records requests, public-private partnership collaborations, agency environmental sustainability initiatives, and State employee communications. The Executive Director and State Personnel Director is Tony Gherardini, and the Deputy Executive Directors are Tobin Follenweider and Heather Velasquez. The office is funded with both General Fund and Reappropriated Funds from Statewide Indirect Cost Recoveries (in lieu of General Fund), as well as fees from customer agencies.

## Major EDO Program Areas

### Public-Private Partnership (P3) Collaboration

- **Program Description:** The Public-Private Partnership (P3) Collaboration Unit was created in 2022 through Colorado legislation to plan, design, manage, develop, operate, implement, and govern the use of P3 projects for the State of Colorado within the Department of Personnel & Administration. The P3 Collaboration Unit administers and manages all responsibility for P3 projects including the creation of program requirements; analysis and approval or denial of the project proposals; documentation of funding and funding alternatives; due diligence requirements; reporting requirements; policies; standard operating procedures; project thresholds; and technical assistance for any approved public projects.
- **Funding Source(s):** Unused State Owned Real Property Fund
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** CRS 24-94-101 to 24-94-106
- **Leader:** Thomas Kurek, Public Private Partnership Director

### Office of Sustainability

- **Program Description:** The Office of Sustainability was created in 2024 through Colorado legislation to oversee sustainability efforts across all State agencies, set specific and measurable goals, and provide oversight and leadership in a focused and consolidated manner. The Office is responsible for leading implementation of the Greening Government executive order and developing a corresponding strategic plan, partnering with State agencies on ongoing initiatives, including, but not limited to, water reduction, energy efficiency in buildings, transition of gas-powered lawn equipment to electric lawn equipment, and coordination of electric vehicle charging infrastructure.
- **Funding Source(s):** State Agency Sustainability Revolving Fund, General Fund
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** CRS 24-30-2303
- **Leader:** Caitlin Casassa, Director of Sustainability

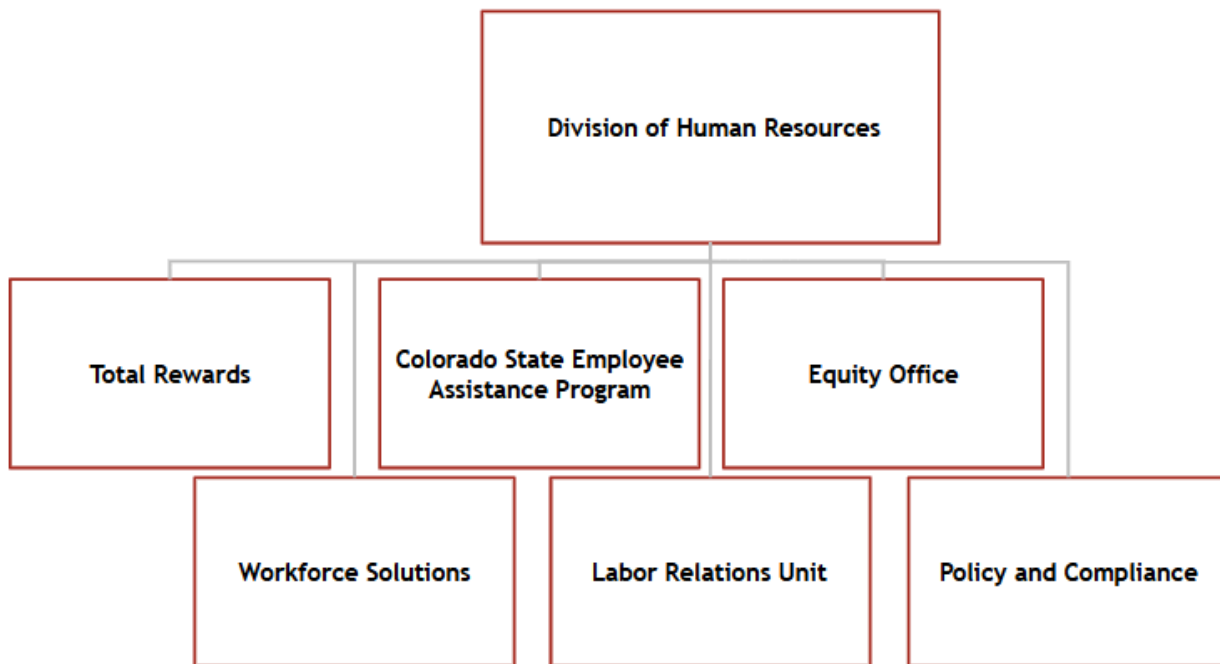




# COLORADO

## Division of Human Resources

Department of Personnel & Administration



### Division of Human Resources

The Division of Human Resources (DHR) provides expertise, leadership, and consultation in the development and strategic management of Statewide human resources. The Division's primary duties are to maintain the integrity of the State Personnel System and lead talent management of the Statewide workforce.

State employees are DHR's primary internal customer base. DPA continually looks for ways to recruit, retain, and reward those who seek a career in public service. The Department serves tens of thousands of public employees and is committed to ensuring human resources processes provide for the best recruitment, selection, job evaluation, compensation, and retention methods available. The Chief Human Resources Officer is Laura Koeneman, and the Deputy Chief Human Resources Officer is Jessica Greene.



## Major DHR Program Areas

### Total Rewards: Compensation, Benefits, Leave, ADA

- **Program Description:** The Total Rewards Unit develops and maintains the State's job evaluation and compensation systems, oversees Personal Services Contracts, Senior Executive Service (SES) requests, compliance with the Fair Labor Standards Act (FLSA), and other State and federal regulations, prepares the Annual Compensation Survey Report and recommendations, and helps to coordinate compensation-related budgetary requests. The unit also designs and administers employee group benefits plans (medical, dental, life, flexible spending accounts, and wellness plans), ensures compliance with a number of federal and state laws including Affordable Care Act (ACA), Family and Medical Leave Act (FMLA), Americans with Disabilities Act Amendments Act (ADAAA), Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA), and the Health Insurance Portability and Accountability Act (HIPAA). This team determines eligibility and enrollment requirements, completes contract negotiations, sets rates and tiers, communicates benefits, and manages the annual open enrollment process. The unit also provides professional consulting and technical guidance on the State's leave policies, including: annual, sick, holiday, family medical, military, veterans, and national disaster response personnel.
- **Customers:** All State agencies and Human Resources offices in State agencies, classified employees of the Institutions of Higher Education, except for the University of Colorado, and the offices of elected officials. Employee benefits also serve the judicial and legislative branches.
- **Funding Source(s):** General Fund
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-50-104 C.R.S.; S.C., Article XII, Section 13; Sections 24-50-601 through 608, C.R.S.
- **Leader:** Barbara Holmes, Total Rewards Director

### Workforce Solutions: Learning and Development for the State of Colorado (LDC)

- **Program Description:** Learning and Development for the State of Colorado (LDC) designs and delivers learning and workforce development opportunities for State employees. LDC offers classes, assessments, consulting, and certificate programs for individual, supervisor/manager, leadership, and organizational development that maximize employee efficiency and are linked to organizational goals. LDC services support and develop employees to the Statewide

competency model, Statewide agency initiatives, and workforce challenges. To ensure the State of Colorado's commitment to promoting a strong workplace culture that encourages employees to conduct themselves with the highest legal and ethical standards, LDC delivers mandatory compliance training series on the following topics: Preventing Sexual Harassment in the Workplace, Discrimination and Harassment in the Workplace, Preventing Violence in the Workplace, and Ethics and Conflict of Interest.

- **Customers:** All State employees and their employers, including Institutions of Higher Education.
- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-50-122, C.R.S.
- **Leader:** Melissa Walker, Workforce Solutions Director

#### Workforce Solutions: Talent Pathways

- **Program Description:** Talent Pathways advances the success of state government through strategic workforce development and human capital and talent management. Talent Pathways provides support regarding workforce recruitment and engagement, including overseeing the implementation of the skills-based hiring and work-based learning programs for the State of Colorado.
- **Customers:** All State employees and their employers, including Institutions of Higher Education.
- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-50-112.5 C.R.S
- **Leader:** Melissa Walker, Workforce Solutions Director

#### Colorado State Employee Assistance Program

- **Program Description:** Colorado State Employee Assistance Program (CSEAP) provides confidential services in support of the well-being of employees and their workplaces. CSEAP services include counseling, coaching, managerial consultation, employee mediation, presentations, work group facilitation, critical incident and crisis response, and workplace threat assessment support.
- **Customers:** All State employees and their employers, including Institutions of Higher Education (some exceptions may apply for IHEs).

- **Funding Source(s):** Reappropriated Funds, including but not limited to: funds from the Group Benefit Plans Reserve Fund, the Risk Management Fund, and any interest derived from these funds.
- **Locations:** Offices are located in Denver, Colorado Springs, and Grand Junction
- **Statutory Authority:** Section 24-50-604 (k), C.R.S.
- **Leader:** Janeen Haller-Abernethy, CSEAP Director

## Labor Relations Unit

- **Program Description:** The goal of the Labor Relations Unit is to promote the development and growth of collaborative labor-management relationships, and provide accurate and comprehensive guidance that empowers management to make informed decisions around labor-related issues. The unit provides expert advice, technical guidance, training, and policy to the State through various forms of intervention, including negotiations, problem-solving, mediation, and counseling. The unit offers balanced advocacy to management and individual employees to protect their rights and facilitate a more harmonious work environment.
- **Customers:** All State agencies (including elected officials' offices) and classified employees in Institutions of Higher Education.
- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-50-1104, 24-50-1109 and 24-50-1110
- **Leader:** Arianne Burger Shapiro, Labor Relations Director

## Equity Office

- **Program Description:** The Statewide Equity Office is established to provide best practices, resources, and guidance for State agencies in offering equitable services to the residents of Colorado, as well as providing an accepting and diverse environment for State employees. The office will collect and analyze relevant Statewide data to identify gaps in diversity and develop opportunities for improvement, collaborate with established equity resource groups, as well as other key stakeholders both inside and outside State government. Additionally, the office creates, updates, deploys, and maintains Statewide training to strengthen workforce diversity. This allows the State to standardize the program of equity, diversity, and inclusion that seeks to support just and equitable opportunities for all Coloradans and State employees. The office also includes the Statewide Supplier & Contractor Diversity Program which was established by SB 22-163.

- **Customers:** All State employees and their agencies
- **Funding Source(s):** General Fund.
- **Locations:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** C.R.S. 24-50-146 (2)(a) and SB22-163 in C.R.S. 24-103-1101.
- **Leader:** Rosie McNeil-Cusick, Statewide Equity Office Director

## Policy and Compliance

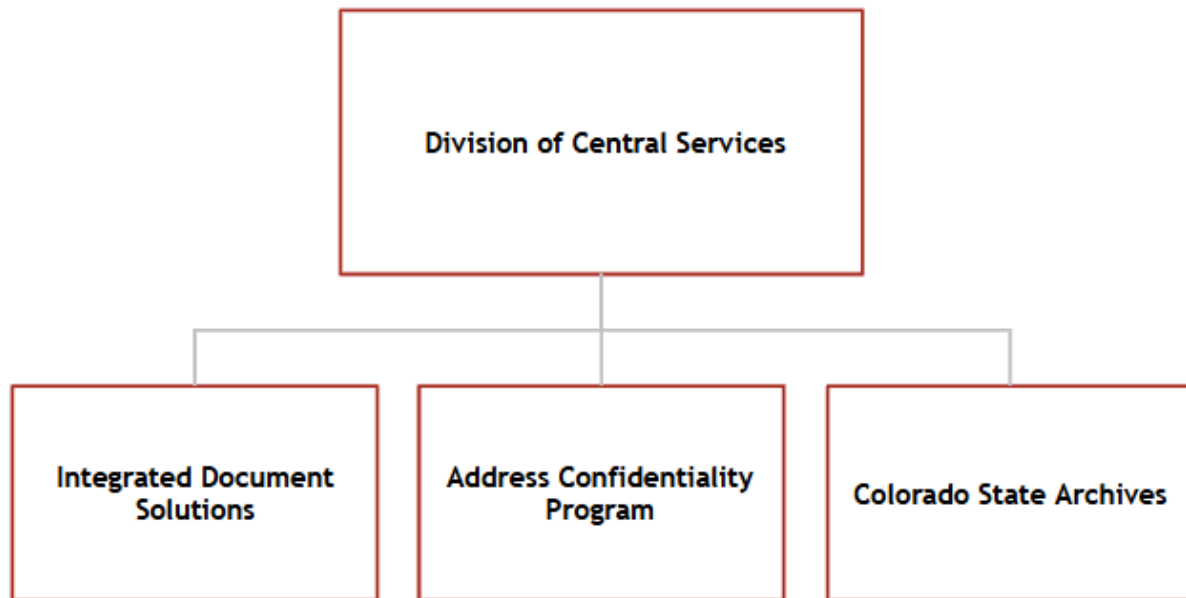
- **Program Description:** Policy and Compliance provides strategic guidance and oversight of statewide human resources management and the State personnel system. This unit consists of a team of strategic HR professionals who develop statewide policy and guidance, manage the rulemaking process under the State Personnel Director's purview, standardize procedures, and manage the appeal process and other administrative requirements such as delegation of authority, performance management, and reporting. This unit also functions as the initial point of contact for customers.
- **Customers:** All State departments, branches of government, Institutions of Higher Education, Human Resources Offices in State agencies, and the Offices of elected officials.
- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-50-101 through 145, C.R.S.
- **Leader:** George Russo, Policy and Compliance Director



# **COLORADO**

## **Division of Central Services**

Department of Personnel & Administration



### **Division of Central Services**

The Division of Central Services (DCS) exists to improve efficiencies and maximize value for State and local government entities by consolidating internal common business services and leveraging economies of scale. The Division's primary focus is to provide agencies with the best quality, turnaround time, and cost in order to enable the successful delivery of services to Coloradans. To this end, the Division's mission is to provide the best value to the State in every service offered and to every customer served.

DCS comprises three programs: Integrated Document Solutions (IDS), Address Confidentiality Program (ACP), and the Colorado State Archives. The Central Services Division Director is Tom Montross.

## Major DCS Program Areas

### Integrated Document Solutions

- **Program Description:** Integrated Document Solutions (IDS) provides end-to-end document management services to all government entities across Colorado. IDS advises, assists, and supports each agency's needs and provides a wide variety of document solutions at a professional level and at a fraction of the cost of private vendors. Offering printing, document scanning, graphic design, mail, data entry, multifunction devices, warehousing, and delivery, IDS partners with each agency to deliver professional services tailored to each program's needs and budget.
- **Customers:** State agencies, Institutions of Higher Education, and municipalities statewide.
- **Funding Source(s):** Reappropriated Funds from user agencies deposited in the Department of Personnel Revolving Fund, and Cash Funds from user fees from non-State agencies.
- **Locations:** Pueblo Campus at 2 Jetway Ct., Pueblo; North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-30-1101 through 1111, C.R.S.
- **Leader:** Jeff Peeler, Northern Regional Manager
- **Leader:** Kait Clough, Southern Regional Manager

### Address Confidentiality Program

- **Program Description:** The Address Confidentiality Program (ACP) provides survivors of domestic violence, sexual offenses, and/or stalking with a legal substitute address for interacting with all State and local government agencies. The program also provides a confidential mail forwarding service. The legislative intent is to protect the location of a survivor's actual address and reduce the risk of future harm. All State and local government agencies must accept the substitute address as the participant's legal address of record. Some uses for the substitute address include driver's licenses, human services benefits, police reports, utility accounts, and bank accounts.
- **Customers:** Victims of stalking, domestic violence, and sexual assault, as well as direct victim service providers and State and local government agencies.
- **Funding Source(s):** Cash Funds in the form of offender fines deposited into the Address Confidentiality Program Surcharge Fund. In the 2013 Legislative Session, SB 13-271 also allowed the program to receive General Funding.
- **Location:** Central Services, North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 21-30-2101 C.R.S.

- **Leader:** Kim Reynolds, Program Director

#### Colorado State Archives

- **Program Description:** Colorado State Archives plans, manages, operates, and implements the State's archival and records management program to collect, preserve, and provide access to historical and legally significant documents.
- **Customers:** All State agencies, legislative and judicial branches, special districts, municipalities, counties, schools, and the general public.
- **Funding Source(s):** General Fund, Cash Funds from user fees from non-State agencies, and Reappropriated Funds from user fees from State agencies.
- **Location:** Centennial Building, 1313 Sherman St., Denver
- **Statutory Authority:** Sections 24-80-101 through 114, C.R.S.
- **Leader:** Aly Jabrocki, State Archivist

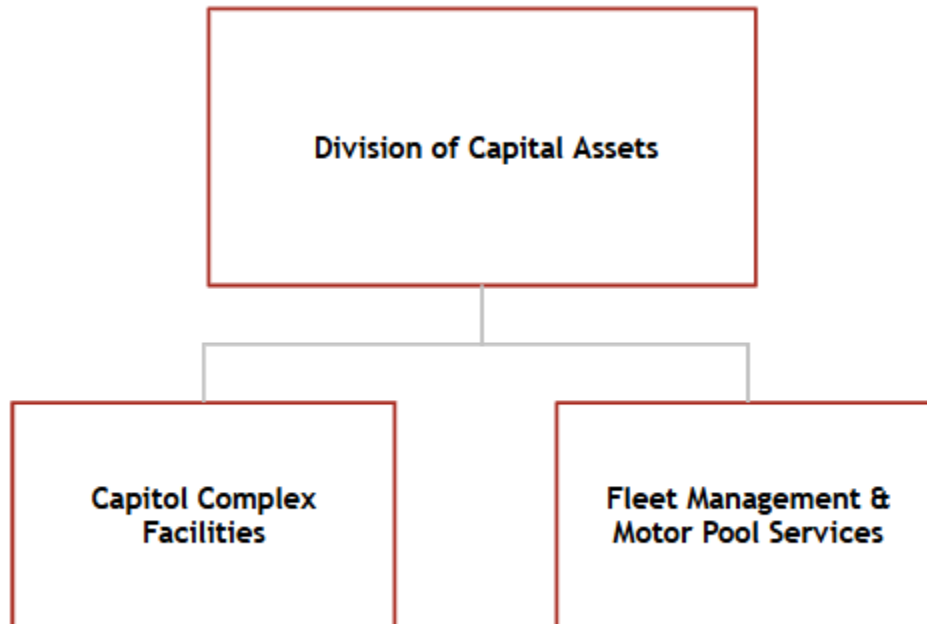




# COLORADO

## Division of Capital Assets

Department of Personnel & Administration



### Division of Capital Assets

The Division of Capital Assets (DCA) consists of Capitol Complex Facilities Management and State Fleet Management. DCS exists to provide centralized business support services at competitive pricing to State agencies including the acquisition and support of State fleet vehicles and the management of State buildings. The Director is Richard Lee.

#### Major DCA Program Areas

##### Capitol Complex Unit

- **Program Description:** The Capitol Complex Unit is responsible for managing, maintaining, and restoring all State of Colorado properties within the Capitol Complex, Lakewood, and Grand Junction. Capitol Complex provides Statewide coordination of building services, and

implementation of energy and Greening Government initiatives in coordination with the Office of the State Architect.

- **Customers:** Tenants of Capitol Complex buildings.
- **Funding Source(s):** General Funds, cash funds from non-state agency revenue.
- **Locations:** Downtown Denver, Lakewood, Grand Junction, Camp George West, and the North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-1-136.5; 24-82-101 through 103; 24-30-1303; 18-9-117, C.R.S.
- **Leader:** Sheila Jackson, Assistant Property Manager

#### Fleet Management Program and Motor Pool Services

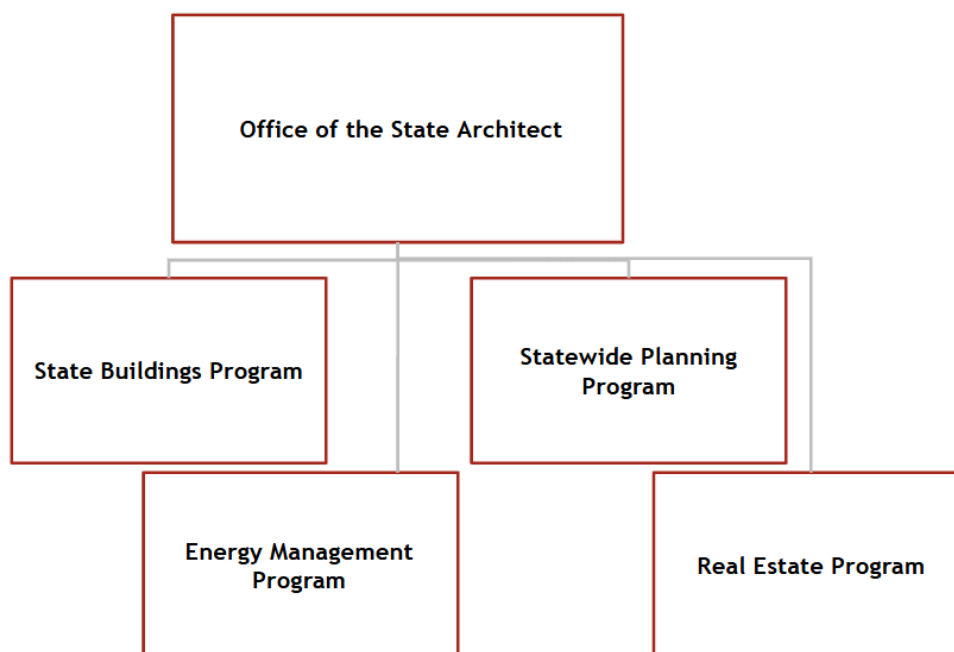
- **Program Description:** The State Fleet Program provides management oversight for all vehicles in the State fleet program, including administration of the fleet, vehicle purchasing, repairs and preventive services, collision management, vehicle reassignment, auction and salvage of older vehicles, operation of the State Motor Pool for daily rentals, and oversight of the State fleet alternative fuels and energy sustainability programs in support of Greening Government initiatives.
- **Customers:** All State agencies and institutions.
- **Funding Source(s):** Reappropriated Funds from user fees from State agencies deposited in the Motor Fleet Management Fund.
- **Location:** State Fleet Management, North Denver Campus at 1001 E. 62nd Ave., Denver
- **Statutory Authority:** Sections 24-30-1101 through 1108; 24-30-1112 through 1117, C.R.S.
- **Leader:** Scott Edwards, State Fleet Manager, Rene Ahl, Assistant State Fleet Manager



# COLORADO

## Office of the State Architect

Department of Personnel & Administration



### Office of the State Architect

The Office of the State Architect (OSA), also referred to as the State Buildings and Real Estate Program, is statutorily responsible for the administration of State-funded planning, construction, energy conservation, and real estate transactions at State agencies and institutions of higher education.

- **Program Description:** The OSA establishes policies and procedures regarding real estate and the built environment. It is also responsible for recommending, supervising, and the expenditure of funds appropriated by the General Assembly for capital construction, capital renewal, and controlled maintenance. The OSA provides technical support and training.
  - o The State Buildings Program administers the prevailing wage and apprenticeship requirements, supports construction contracts and procurement approval, and administers building code compliance.
  - o The Energy & Environment Program is responsible for energy conservation methods and high performance standards in construction. It administers the Buy Clean

Colorado program, enforcing energy conservation codes. It also administers the Flood Plain program and provides oversight for tax exemptions of approved carbon impact for the general public.

- o The Real Estate Program is responsible for the oversight of all leases for State buildings, Institutions of Higher Education, and private market leasing, supports real estate development, and maintains inventory of real property under OSA purview.

The Statewide Planning Program provides planning services, conducts facility planning approvals for all State agencies, and maintains the State office standards.

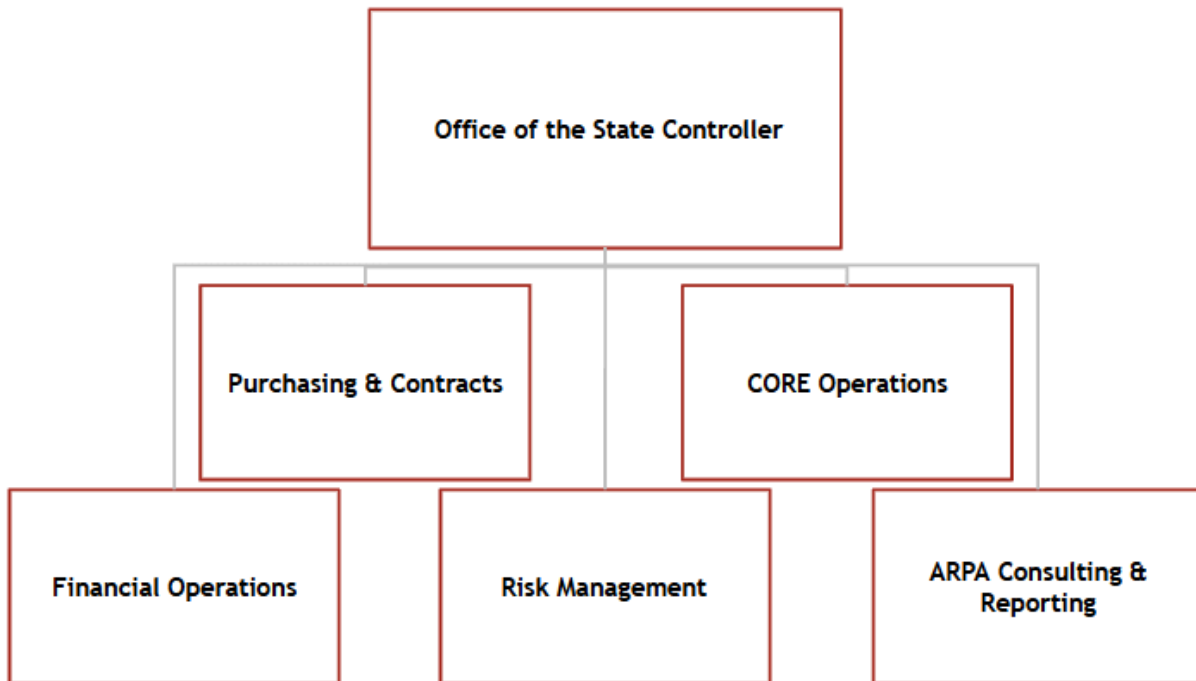
- **Customers:** Governor's Office of State Planning and Budgeting, the Capital Development Committee of the General Assembly, all State agencies, and Institutions of Higher Education of the State of Colorado.
- **Funding Source(s):** OSA receives its funding through the General Fund.
- **Statutory Authority:** Sections 24-30-1301 through 1311, 24-30-1403, 24-82-202, 24-92-110 through 208, 24-93-107, 24-105-101 through 301 C.R.S.
- **Leader:** Tana Lane, State Architect



# COLORADO

## Office of the State Controller

Department of Personnel & Administration



### Office of the State Controller

The Office of the State Controller, also known as the Division of Accounts and Control, manages the financial affairs of the State of Colorado. The Office promulgates State Fiscal and Procurement Rules, issues fiscal and procurement policies, and oversees all accounting and procurement activity on behalf of the State. The Office of the State Controller also performs statewide financial reporting including the State's end-of-year financial close, files required reporting to the IRS, manages the State contracting process, negotiates price agreements, manages central payroll functions, maintains central aspects of CORE (the State's accounting, procurement, and performance budgeting system), and provides risk management services. The Office of State Controller is directed by Robert Jaros, the State Controller, and the Deputy State Controller, Tammy Nelson.

## Major OSC Program Areas

### Financial Operations & Reporting

- **Program Description:** Financial Operations includes Financial Reporting & Analysis, Financial Services Unit, Central Payroll, and Central Accounting & Vendor Operations.
  - Financial Analysis & Reporting provides financial information for the citizens, legislators, and government managers by producing the Annual Comprehensive Financial Report, monthly revenue summaries, quarterly financial reports, schedule of TABOR computations, and other statutory and ad hoc reports. Financial Analysis & Reporting prepares the Statewide budget/cash indirect cost allocation plan and provides support for the Joint Budget Committee in explaining and defending allocations. The unit provides technical assistance and training to agencies related to cost accounting matters.
  - The Financial Services Unit acts as a liaison between the State Controller and operating agencies to oversee the financial affairs of the Colorado State government. Provides professional and technical assistance to agencies regarding the interpretation of statutes, fiscal rules, and other accounting authoritative guidelines. Approves certain accounting transactions.
  - Central Payroll provides professional and technical assistance to payroll personnel in agencies, processes Statewide payroll, distributes employees' earnings correctly and timely, collects deductions from each employee required by law including payroll taxes, PERA, and garnishments and voluntary deductions such as medical insurance, 401K, and 457 plans.
  - Central Accounting & Vendor Operations provides support and training on vendor customer set up, vendor self-service, warrant/EFT management, warrant cancel, reissue, and escheatment, unclaimed property, vendor intercepts, PERA retiree independent contractor reporting, TIN matching, and 1099 Federal Reporting. Manages the commercial card program.
- **Customers:** All State agencies and institutions.
- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-30-201 through 207, C.R.S.
- **Leader:** Jeffrey Kahn, Financial Analysis & Reporting Director
- **Leader:** Jing Ye, Financial Service Unit Manager

- **Leader:** Tammy Terrell, Central Payroll Manager
- **Leader:** Michelle Whistler, Central Accounting and Vendor Operations Manager

## Statewide Procurement and Contracts Office

- **Program Description:** Statewide Procurement and Contracts manages Statewide centralized procurement through promulgation of the State's procurement rules, procurement education and leadership, solicitation and administration of Statewide price agreements, procurement services for non-delegated agencies, and appeals of bid protests. The unit develops contracting policies and procedures, drafts model contracts, advises, trains, and reviews/approves expenditure contracts.
- **Customers:** State agencies, Institutions of Higher Education, political subdivisions, certified nonprofits, and the supplier community.
- **Funding Source(s):** Cash Funds from rebates received from the Commercial Card Program and Institutions of Higher Education (in lieu of General Fund), Supplier Database Cash Fund, National Association of State Procurement Officers (NASPO) cooperative, car rental and travel agency rebates.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-101-101 through 24-112-101, C.R.S.
- **Leader:** Sherri Maxwell, State Purchasing Director

## CORE Operations

- **Program Description:** The CORE Operations unit provides strategic direction, execution, and maintenance of the Colorado Operations Resource Engine (CORE), the State's accounting, procurement, and performance budgeting system. The unit provides leadership in fostering collaboration and cooperation between the Department and State agencies, political subdivisions, Institutions of Higher Education, and nonprofits throughout the life of the CORE system in the following areas: change management, communications, data analysis, business process development, business process re-engineering, directing end-user testing, training, relationship management, configuring application solutions, leading user community meetings, migration of legacy systems to CORE, and implementation of continuous improvement initiatives to ensure the functionality of the system is fully maximized.
- **Customers:** State agencies, political subdivisions, Institutions of Higher Education, and nonprofits.



- **Funding Source(s):** Statewide Financial Information Technology Systems cash fund and Cash Funds from rebates received on price agreements and deposited to the Supplier Database Cash Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Section 24-30-209, C.R.S.
- **Leader:** Kyle Schlenker, CORE Operations Director

#### State Office of Risk Management

- **Program Description:** The State Office of Risk Management (SORM) provides property and casualty insurance services to State agency pool members, covering property, liability, and workers' compensation losses. These services include purchasing excess insurance, assisting with contract negotiations related to insurance requirements for vendors, safety and loss control services, site inspections, claims handling and assistance, and reimbursement of agency expenses related to covered losses.
- **Customers:** State agency pool members, employees, citizens, and claimants.
- **Funding Source(s):** Reappropriated Funds from the Risk Management Fund, the Self-Insured Property Fund, and the State Employee Workers' Compensation Account.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** Sections 24-30-1501 through 1520, 24-10-101 through 114, C.R.S.
- **Leader:** Julie Mileham, State Risk Management Director

#### American Rescue Plan Act (ARPA) Consulting & Reporting

- **Program Description:** This office provides consulting and reporting for the federal American Rescue Plan Act (ARPA) programs. The ARPA Consulting Unit develops guidance and provides training to all State agencies on ARPA, manages the external contract that assists the State with monitoring and program administration. The office develops grant agreements, as well as other documents for agency agreements with subrecipients and contractors. The ARPA Reporting Unit is responsible for coordinating and reporting on several ARPA programs, including the State and Local Fiscal Recovery Fund (SLFRF), Emergency Rental Assistance (ERA 1 and 2), Homeowner Assistance Fund, and Capital Projects Fund.
- **Customers:** State agencies, Institutions of Higher Education, political subdivisions, certified nonprofits, and the supplier community.
- **Funding Source(s):** SLFRF funds.
- **Location:** State Services Building, 1525 Sherman St., Denver
- **Statutory Authority:** American Rescue Plan Act
- **Leader:** Stacey Alles, ARPA Consulting, Evan Stathopoulos, ARPA Reporting



# COLORADO

## Office of Administrative Courts

Department of Personnel & Administration

Office of Administrative Courts

### Office of Administrative Courts

The Office of Administrative Courts (OAC) provides an easily accessible, independent and cost-effective administrative law adjudication system in Colorado. The OAC is one of approximately 30 central panels of independent Administrative Law Judges (ALJs) in the United States. These judges are independent from the agencies for which they conduct hearings and decide cases.

#### Major OAC Program Areas

##### Administrative Law Services

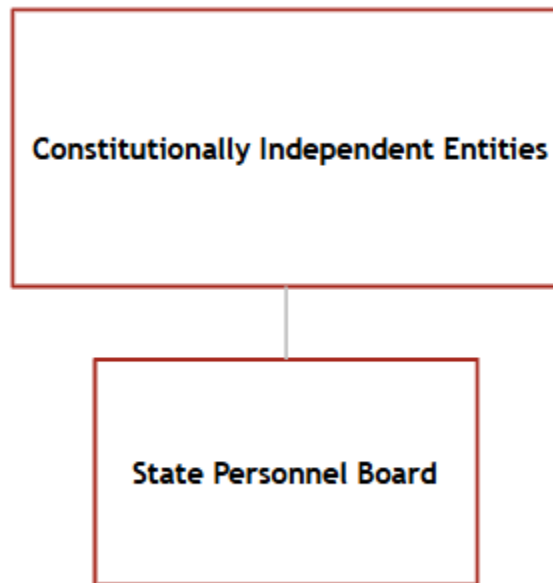
- **Program Description:** The Office of Administrative Courts (OAC) hears and decides administrative law matters concerning: workers' compensation benefits; public benefits (from the Department of Human Services and the Department of Health Care Policy and Financing); professional licensing boards; child and adult abuse registry cases, and Special Education. The OAC also hears teacher dismissal cases for school districts, Title IX cases for Higher Education, as well as Public Employees' Retirement Association of Colorado (Colorado PERA) and Denver Employees Retirement Plan (DERP) DERP dispute hearings.
- **Customers:** Provides services to citizens, State agencies; boards, 64 county departments, and school districts.
- **Funding Source(s):** Reappropriated Funds from user fees from State agencies, and Cash Funds from user fees from non-State entities.

- **Locations:** OAC serves State citizens from three office locations: 1) the main office in Denver; 2) the Western Regional Office in Grand Junction; and 3) the Southern Regional Office in Colorado Springs. The OAC provides hearings in alternate locations statewide, including Pueblo and Glenwood Springs.
- **Leader:** Laura Broniak, Director and Chief Administrative Law Judge



# COLORADO

## State Personnel Board



### State Personnel Board

The State Personnel Board is an independent entity created by the state constitution, Article XII, Section 14. The Board is a Type 1 transfer entity under C.R.S. 24-50-103(2) that exercises its statutory and constitutional duties independently. DPA provides administrative support. The State Personnel Board's budget appropriation is included in DPA's portion of the long bill.

- **Program Description:** The State Personnel Board establishes rules that protect and recognize merit as the basis for State employment and hears appeals by applicants and employees in the State personnel system. The Board consists of three gubernatorial appointees and two employee-elected members. The staff includes the Director, three part-time Administrative Law Judges, and two administrative staff members. The Board conducts administrative hearings under the authority of the state Constitution, various state statutes, the State Administrative Procedures Act, and conducts settlement conferences.
- **Customers:** Employees and applicants in the State Personnel System; State agencies.
- **Funding Source(s):** General Fund.
- **Location:** State Services Building, 1525 Sherman St., Denver

- **Statutory Authority:** Sections 24-50-101, 24-50-103, 24-50-104, 24-50-112.5 (4), 24-50-123, 24-50-125, 24-50-125.3, 24-50-125.4, 24-50-125.5, 24-50-145, 24-50-512, 24-50.5-104, 24-34-405 (8), 27-10.5-902 (3), C.R.S; S.C. Article XII, Sections 13, 14, and 15.
- **Leader:** Rick Dindinger, Board Director

# Wildly Important Goals

## Workforce of the Future: Increase STAR Applicants

Successful completion of this goal will help to ensure the State complies with Executive Order D 2022 015 to retain and recruit a diverse, talented workforce that reflects the community it serves. Additionally, the State will continue to provide equitable opportunities and expand the candidate pool for employment and advancement in all State departments, programs, services, and worksites.

### Goal

Increase the number of STAR (Skilled Through Alternative Routes) applicants to skills-based eligible job postings by 5% or 3,287 applicants— from 65,734 applicants to 69,021 applicants – between July 1, 2025, and June 30, 2026.

### Key Strategies

- 1. Design a targeted recruitment for two in-demand roles, HR Specialist I and Accountant I, by June 30, 2026.
- 2. Increase targeted outreach (career fairs) to STAR talent pools (e.g. high school, workforce centers, organizations focused on reentry to the workforce, etc.)
- 3. By September 2025 develop and implement training for Appointing Authorities on fair and compliant hiring processes.

### Lead Division

Division of Human Resources

Metric	Type	Target: Year 1	Target: Year 3
Increase the number of STAR (Skilled Through Alternative Routes) applicants to skills-based eligible job postings by 5% or 3,287 applicants— from 65,734 applicants to 69,021 applicants – between July 1, 2025, and June 30, 2026.	Lag	69,021	N/A - Goal will be updated in future years

Reference the [State of Colorado strategic priority dashboard](#) for the latest updates.

# Reduce the State’s Physical Footprint

Successful completion of this goal will allow the State of Colorado to utilize its space more efficiently by reducing leased space, repurposing state-owned space, and providing shared regional space for State agencies. Estimated cost savings for office space reduction are \$19 per square foot.

## Goal

Reduce our Footprint by June 30, 2027, maximize efficient use of the State’s physical footprint by decreasing State leased and owned space by a total of at least 1M square footage reduction since January 2019.

## Key Strategies

- 1. By June 30, 2026, decrease state leased and owned office space.
- 2. By June 30, 2026, decrease state leased and owned underutilized non-office space.
- 3. By June 30, 2026, reduce executed and targeted reduction leases.
- 4. Find opportunities for new hoteling spaces by June 30, 2026.
- 5. Establish new Public Private Partnership (P3) agreements focused on projects with innovative and efficient space utilization by June 30, 2026. For FY 25-26, DPA is considering projects related to housing, child-care centers, and mental health facilities.

## Lead Division

Office of the State Architect

Metric	Type	Target: Year 1	Target: Year 3
Reduce our Footprint by June 30, 2027, maximize efficient use of the State’s physical footprint by decreasing State leased and owned space by a total of at least 1M square footage reduction since January 2019.	Lag	891,279	1,079,117

Reference the [State of Colorado strategic priority dashboard](#) for the latest updates.



# Greening Government: Increase State Fleet Electric Vehicle Adoption

Successful completion of this goal will showcase the State as a leader in electric vehicle (EV) adoption, saving thousands of CO<sub>2</sub> pounds per electric vehicle per year, thereby reducing greenhouse gas emission from the State’s fleet of vehicles. Electric vehicles provide an average 30% reduction per mile in greenhouse gas emissions over gasoline powered vehicles.

## Goal

Increase the number of electric vehicles in the State fleet to 1,250 by 2027 (accounting for approximately 50% of EV-eligible vehicles).

## Key Strategies

- 1. Increase the number of State owned electric vehicle charging ports.
- 2. By June 30, 2026, develop and launch a new training for State of Colorado employees on electric vehicle use.
- 3. Develop an initial strategic plan for State agency charging infrastructure based on preliminary data available from the fleet electrification analysis by June 30, 2025, and updated plan completed by December 31, 2025, with additional data from the completed analysis.

## Lead Division

Division of Capital Assets

Metric	Type	Target: Year 1	Target: Year 3
Increase the number of electric vehicles in the State fleet to 1,250 by 2027 (accounting for approximately 50% of EV-eligible vehicles).	Lag	950	1,250

Reference the [State of Colorado strategic priority dashboard](#) for the latest updates.

# Appendix: FY25 Performance Plan Goals and Key Accomplishments

## Employer of Choice: Increase Skills-Based Hiring

Successful completion of this goal will help to ensure the State complies with Executive Order DD 2022 015 to retain and recruit a diverse, talented workforce that reflects the community it serves. Additionally, the State will continue to increase its non-discriminatory practices and provide equitable opportunity for employment and advancement in all State departments, programs, services, and worksites.

Goal
<p>Increase the eligible Statewide job postings with skills-based hiring qualifications from 76% to 100% by June 30, 2025.</p>
Key Strategies

1. Based on the results of the skills-based hiring assessment, DPA will design and deploy targeted interventions focused on increasing comprehension of SBH practices among employees responsible for hiring.
2. By August 2024, DPA will administer an assessment of State HR professionals to determine the current levels of understanding of skills-based hiring practices and inform new interventions.

## Lead Division

Division of Human Resources

Metric	1-Year Target	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Goal: Increase the eligible Statewide job postings with skills-based hiring qualifications from 76% to 100% by June 30, 2025.	100%	89%	93%	100%	100%
Based on the results of the skills-based hiring assessment, DPA will design and deploy targeted interventions focused on increasing comprehension of	3	1	2	3	3

Metric	1-Year Target	Q1 Status	Q2 Status	Q3 Status	Q4 Status
SBH practices among employees responsible for hiring.					
By August 2024, DPA will administer an assessment of State HR professionals to determine the current levels of understanding of skills-based hiring practices and inform new interventions.	100%	100%	100%	100%	100%

## Reduce the State's Physical Footprint

Successful completion of this goal will lead to the State of Colorado more efficiently utilizing its space through reducing leased space, repurposing state-owned space, and providing shared regional space for State agencies.

### Goal

By June 30, 2027, maximize efficient use of the State's physical footprint by decreasing State leased and owned space by a total of at least 800,000 square footage reduction since January 2019.

### Key Strategies

1. Launch new regional shared office pilot program for state agencies in FY 24-25.
2. Establish new Public-Private Partnership (P3) agreements focused on projects with innovative and efficient space utilization. For FY 24-25, DPA is considering projects related to housing, child-care centers, and mental health facilities.

### Lead Division

Office of the State Architect

Metric	1-Year Target	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<b>Goal: By June 30, 2027, maximize efficient use of the State’s physical footprint by decreasing State leased and owned space by a total of at least 800,000 square footage reduction since January 2019.</b>	<b>705,652</b>	<b>485,342</b>	<b>490,118</b>	<b>494,191</b>	<b>580,772</b>
By June 30, 2025, decrease state leased and owned office space by an additional 240,697 square feet, for a total of 550,560 square feet since January 2019.	550,560	344,026	344,026	348,099	434,680
By June 30, 2025, decrease state leased and owned non-office space by an additional 13,776 square feet, for a total of 155,092 square feet since January 2019.	155,092	141,316	146,092	146,092	146,092
Launch new regional shared office pilot program for state agencies in FY 24-25.	100%	50%	50%	50%	100%
Establish new Public-Private Partnership (P3) agreements focused on projects with innovative and efficient space utilization. For FY 24-25, DPA is considering projects related to housing, child-care centers, and mental health facilities.	2	0	0	0	2

## Greening Government: Increase State Fleet Electric Vehicle Adoption

Successful completion of this goal will showcase the State as a leader in electric vehicle (EV) adoption, saving thousands of CO<sub>2</sub> pounds per electric vehicle per year, thereby reducing greenhouse gas emission from the State’s fleet of vehicles. Electric vehicles provide an average 30% reduction per mile in greenhouse gas emissions over gasoline powered vehicles.

### Goal

In order to achieve a total of 1250 electric vehicles in the State fleet by 2027, increase the number of electric fleet vehicles from 600 to 740 by June 30, 2025.

## Key Strategies

1. Conduct and review fleet electrification analysis to determine future strategies to increase EV transition.
2. Install telematic devices in the State fleet.

## Lead Division

### Division of Capital Assets

Metric	1-Year Target	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<b>Goal: In order to achieve a total of 1250 electric vehicles in the State fleet by 2027, increase the number of electric fleet vehicles from 600 to 740 by June 30, 2025.</b>	740	664	682	729	811
Maintain or exceed a 99% telematics installation rate for eligible state fleet vehicles through June 30, 2025.	99%	97%	97%	97%	98%
Create a strategic plan for electric vehicle charging infrastructure for State agencies utilizing data collected in the fleet electrification analysis by December 31, 2025.	50%	50%	50%	50%	50%
					Due 12/31/25

Additional examples of some DPA process improvements and key accomplishments in FY 2024-25:

- Achieved LEED recertification of the State Capitol; the first and only Capitol in the nation.
- Exceeded 1 million miles driven using electricity by the State's Fleet.
- Transformed the Office of Administrative Court's (OAC) scheduling procedures, resulting in a 40% increase in Medicaid hearings scheduled per docket. The revised procedures also improve scheduling consistency for the OAC's customers.
- Deployed a new customer service feedback tool, designed to enhance OAC's understanding of customer satisfaction and identify areas for improvement in service delivery. The tool provides a direct channel for customers to share their thoughts and suggestions.

- Launched a State of Colorado learning management system, modernizing how learning training content is delivered, tracked, and reported across State agencies.
- Launched the supplier diversity directory for HUBZone certified, Veteran-owned, disabled veteran-owned, small, and diverse-owned businesses across the state accepting certifications from all national municipalities and chambers of commerce. Currently verifying over 200 businesses within the first month of the program.
- Secured a way for State employees to continue to have access to 24/7 crisis or urgent mental health support.
- Modernized the Code Compliance, Statewide Planning and Real Estate policies and Procedures, including meeting requisite accessibility requirements.
- Finalized solar land lease agreement for solar at a State Property which will reduce cost of electricity.
- Published [Statewide Sustainability Plan](#) with new Statewide Sustainability Goals.
- Conducted statewide grants management training, provided newsletters to the grants community, and developed policies on guidance for compliance for federal and State grants.