



Stateline

Dedicated to Good
Government Across the State
March/April 2007

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MESSAGE FROM THE GOVERNOR

**GEM performance review hinges on
employee participation and input**

One of the most important priorities I announced in my State of the State Speech was that we would quickly embark on a thorough review of state government operations in partnership with state employees.

We have extraordinarily dedicated employees who work tirelessly serving the citizens of Colorado. But we can always do better, and we can most effectively determine how to make improvements by asking tough questions and listening to our employees' suggestions.

Are we being efficient and cost-effective? Have we established systems and methods of doing business that waste employees' time? Can we be more innovative?

Simply put: Can we improve what we do and how we do it?

With a workforce that totals nearly 74,000 employees, we as public servants owe it to ourselves as professionals and to Colorado taxpayers to address those questions. I'm confident the Government Efficiency Management (GEM) performance review will lead to eye-opening, cost-saving and forward-looking ideas about how we can better serve the people of Colorado.

For this review process to succeed, the participation of, and input from employees in every agency of state government is vital. You are the front-line workers who know best what works and what doesn't. You have both institutional knowledge and cutting-edge ideas that will help us improve the delivery of 21st Century services to Colorado residents. You will be the most important partners I can have in this undertaking.

The GEM process is already underway. We have posted a Request for Proposals from qualified bidders earlier this year. In March, pending legislative approval of the funding, we selected a consulting firm – Philadelphia-based Public Works.

Please see GOVERNOR, Pg. 3



GOOD GOVERNMENT STARTS HERE

BY RICH GONZALES
EXECUTIVE DIRECTOR, DPA

There has been a great deal of talk around our office about a Denver Firefighter's recent rescue of a dog that fell through the ice at Sloan's Lake. At DPA we feel especially connected to this story because Firefighter Padilla's sister Rebecca works here, and as you know, I spent twenty-nine years with the Denver Fire Department and understand the compassion and dedication this firefighter has for his community and his job, not unlike all of you in state government. The rescue of a dog embodies the effort and genuine concern and sensitivity that government workers have for the citizens they serve. As a government worker I also try everyday to make decisions that take into account your concerns and issues. To that end, I am attempting to ensure that people are treated fairly and consistently. I

want to help the state advance and evolve and make the Colorado Promise a reality (a copy of the Colorado Promise may be found at www.colorado.gov/governor/press/pdf/tritter_policy_book.pdf).

As we embark upon a new approach to governance, all of us should expect a certain level of competency from our public sector employees. Those expectations should be solidly based on the ever-changing priorities and values of our community. We will continue to strive to make advances and promote the quality of life for the people, communities, and the public institutions of the State of Colorado.

To that end, the Division of Human Resources will be reviewing state personnel policies and practices to ensure

Please see GOOD GOVERNMENT, p. 4

CDOT'S AVALANCHE PROGRAM: SAVING LIVES ACROSS THE STATE

BY MINDY CRANE AND DENNIS VAN PATTER
CDOT PUBLIC RELATIONS

Colorado state employees are probably familiar with many of the Colorado Department of Transportation's (CDOT) safety programs. Some of those programs include: "Click it or Ticket," "The Heat is On," and "Slow for the Cone Zone." In Colorado's high country, a lesser-known CDOT safety program wages a six-month war each year against a potential killer - the Rocky Mountain avalanche.

This battle, fought on the mountain passes and in canyons from Red Mountain to Vail, from Rabbit Ears to Monarch, is against an insidious and unpredictable opponent. CDOT's avalanche program coordinators, in cooperation with the Colorado Avalanche Information Center, are always watching the rhythms of the wind, snow, freeze and thaw. They scan the skies and above-treeline basins for signs and clues of what might be building there. They cannot let their guard down, because the price is too high.



A CDOT-triggered avalanche roars down Star Mountain, State Highway 82 on Independence Pass. In 2006, CDOT triggered 700 controlled avalanches, more than half of which reached the highway. Photo courtesy of Ray Mumford, CDOT Region 1 avalanche program coordinator.

closures due to avalanche control work (most only a few minutes in duration), with CDOT crews spending 6,000 hours during the year bringing down the slides and cleaning them up.

"We hope that no Coloradan will ever be impacted by avalanches beyond a few minutes of waiting in traffic for mitigation work and cleanup," noted Ray Mumford, CDOT's Region 1 avalanche coordinator. "The less people have to worry about avalanches impacting our highways, the better we've done our job."

AVALANCHE CONTROL QUICK FACTS

- The U.S. 550 highway which extends across Red Mountain, Coal Bank, and Molas passes in southwestern Colorado is considered the most avalanche-prone section of highway in the continental U.S.
- Dozens of CDOT employees serve on avalanche mitigation crews in the western two-thirds of the state. Their world is rigorous and requires midnight calls, pre-dawn preparations, subzero cold and winds at hurricane force, bringing down slides, cleaning them up, and then doing it all again. Sometimes the regimen goes on daily for weeks on end, including weekends or holidays.
- Following the St. Patrick's Day blizzard in March, 2003, numerous avalanche paths along the I-70 corridor west of Denver ran for the first time in decades. Many of those paths contained mature vegetation and trees.
- Colorado contains more than 520 known avalanche paths. Given decades of history and information, CDOT and avalanche forecasters actively monitor the paths most likely to impact highways and traffic, based on snow loads, winds, weather conditions, and other factors.

Colorado is home to some of the most avalanche-prone areas in the nation. Over the past few years, better technology and ever-improving knowledge has allowed CDOT and avalanche forecasters to head off thousands of potentially-dangerous slides at the 278 avalanche sites across the state. Their work often occurs at dawn, when almost no traffic is impacted. Many Coloradans never realize what is done above the highways to help keep them safe. Avalanche mitigation is tricky work. Explosive charges are placed by hand, by long-range artillery, or by helicopter, as conditions warrant and will allow. Stubborn snow loads may require several mitigation attempts. When high winds and blowing snow persist, sometimes highways must remain closed until the avalanche threat can be reduced. This is always a difficult decision in a state where many of the most avalanche-prone highways lead directly to some of the best skiing and outdoor recreation in the nation.

In 2006 alone, CDOT triggered more than 700 avalanches by using explosives. Of those 700 avalanches, 351 reached the highway. There were 955 hours of combined roadway

CAPITOL BUILDING DOME TOURS RESUME

By LEIGH OLSEN

COMMUNICATIONS/PROJECT COORDINATOR, DPA

The Capitol is abuzz with activity. Not only is the Legislature in session, but the top floor of the Capitol building, located at Colfax and Sherman in Denver, reopened on February 22, 2007. After a six-year hiatus, parents of young children can now take their young ones to the Dome. The Life-Safety project, a six-phase infrastructure improvement project began officially in 2002 when funding of \$30M was allocated from the State Historic fund.



The interior of the capitol dome boasts beautifully handcrafted embellishments, while the exterior is covered in 24 karat gold leaf.

The State Architect's Office and Division of Central Services oversaw this Department of Personnel & Administration project with guidance from The Capitol Advisory group. Without the input and leadership from this group, the Dome project would not have been possible. The foundation of the Capitol building has been reinforced along with many other safety features, all with minimal visual impact to the original elegance and grandeur of the building. Rose quartz walls were color-matched with Italian marble in newly accessed areas—the best stone wall material available today. Actual cannonballs from the Civil War, which are part of the original architecture, have

replacements made of brass. Protective glass fire safety doors tastefully blend into the background and allow safe access to the attic area as well as the Dome.

If you would like a tour of the Dome, please contact Theresa Hoist, Dome Tour Supervisor, at (303) 866-3834, Monday through Friday. Tours are available from 9:00 to 2:00, but are limited to 30 people. The staircase to the top of the dome is fairly narrow, with 99 steps, total. The panoramic views are spectacular and there is no charge for the tour. For further information please see visit: www.colorado-dome.org.

In addition, a permanent, new historical display, entitled "Mr. Brown's Attic" offers information about the history of the Capitol building, which took over 22 years to complete. Henry Brown donated the land so that the Colorado State Capitol could be moved from Golden to Denver.

Additionally, the State Capitol and the Governor's Mansion will be part of the 3rd Annual Doors Open Denver on April 14th and 15th. For information on this free event go to www.denvergov.org/doorsopendenver.

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Public Works has a strong history of working with government agencies and state employees to find efficiencies and savings. In West Virginia, Public Works identified \$318 million in savings that could be achieved over five years. In New Mexico, a Public Works review recommended \$400 million in savings over five years.

We've hired Mark Cavanaugh to coordinate the GEM study out of my office. One of his most important responsibilities will be to collect ideas from state employees through surveys and interviews. This input will be included in the final recommendations. Additionally, each department will have representation on a GEM coordinating committee.

Soon we will have a website and e-mail address to capture your suggestions. It's not too soon to start making note of

your ideas so that you're ready to submit them when the website and e-mail address are activated.

In closing, I want to be clear that GEM will not be a top-down approach where consultants tell us what we are doing wrong. GEM will be a bottom-up study that embraces our talented state employees and solicits good ideas about how we can best serve the people of Colorado.

I look forward to working with you over the next year on this very exciting project.

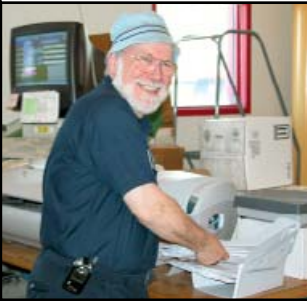
Sincerely,

Bill Ritter, Jr.

IDS MAIL MAKES CENTS WITH ONE MILLION DOLLARS SAVINGS PER YEAR

BY LEIGH OLSEN

COMMUNICATIONS/PROJECT COORDINATOR, DPA



Robert LeDoux sorts mail at the IDS North Denver facility. Photo courtesy of Leigh Olsen.

Mail delivery used to be simple. The U.S. Postal Service did it all. Today, we have many options including the Integrated Document Solutions (IDS) mail service, a statewide benefit for government agencies. IDS (formerly know as State Mail Delivery) partners with the U.S. Post Office to offer lower postage and shipping rates.

When using the Postal Service to deliver a piece of mail, the costs incurred include zip code sorting. However, when mail is presorted at IDS, and combined with other state mail, there is a savings of eight cents with every letter. IDS Mail saves the State of Colorado over *one million dollars a year* with a single sorting step. High-speed machines, driven with state-of-the-art scanning software, allow IDS to process mail with rapid speed at a fraction of the cost of using the Postal Service. Additionally, IDS Mail boasts a *100% on-time delivery success* in meeting its postal

deadlines. For a set monthly fee ranging from \$7.00 to \$21.00 per day, your agency can establish a mail pick-up and delivery stop, with up to two daily pick-ups.

IDS Mail also offers free inter-office envelopes. Address slips, which replace post office stamps, cost just 15 cents. If you wish to send a package to another state agency, simply apply the same fifteen-cent label. This means mail (up to 40 lbs.) can be sent *overnight* to agencies as far as Colorado Springs and Pueblo. At this rate, it's almost free and with IDS's upcoming expansion, mail packages can be sent to Northern offices in Ft. Collins and Greeley. IDS inter-agency mail often receives *same-day* delivery—a much faster service than the U.S. Post Office, UPS, FedEx or DHL, and at a significantly lower cost.

If you are interested in exploring these *cost-saving* options for your agency, please contact Don Thordsen at don.thordsen@state.co.us or Sherri Fuss, at sherri.fuss@state.co.us for complete details. You may also call the IDS Hotline at (303) 866-4100 and speak with a customer service operator.

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fair and consistent development and application. I agree with David Kaye when he tells people, "smarter and more accountable state government starts with taking a fresh look at how well we communicate and work together to resolve conflict, share ideas and produce results. We need to take the mystery out of human resources policies through strong education and feedback loops from users."

We will continue to evolve, and soon it will be commonplace for all state employees to have a strong understanding of our policies and practices. Each of us will expect to be treated in the same manner, respectfully and fairly, across the board. And just like the lucky labrador Pearl, when we fall through the ice we will expect a trained professional to come to our rescue.

A special thanks to Mary E. Kanan, of the Department of Corrections, and Aaron Schiff, of the Department of Transportation, for catching the misspelling of William Somerset Maugham's name in our last issue. We appreciate their kind reminder that not all Internet search engines are created equal, and we will be far more careful in the future.

STATE PERSONNEL BOARD CANDIDATES

BY KRISTIN F. ROZANSKY

PERSONNEL BOARD DIRECTOR DIRECTOR

The State Personnel Board will be holding an electronic election among state employees in May for Donald J. Mares' seat for a term ending June 30, 2010. Instructions for the election will on the back of April paychecks.

Candidates are: (1) Pam Cress, a former employee with the Department of Human Services, who pledges to give all parties equal and fair consideration of their issues; (2) Ira Sanders, a former hearing officer with the Department of Labor and Employment, who wants to serve on the Board to ensure that state employees receive the protections and due process afforded them by the personnel rules and statutes of the state; and (3) Robert W. Thompson, a former administrative law judge at the Department of Personnel and Administration, who believes that the employee has the absolute right to be heard, to fully present his or her case with or without a lawyer, and to be given the opportunity of input into all personnel rule changes. For more detailed biographies, please see the Board's homepage at <http://www.colorado.gov/dpa/spb/>.

COLORADO FORECLOSURE HOTLINE GEARS UP FOR 2007

BY KATHI WILLIAMS

DIRECTOR OF THE COLORADO DIVISION OF HOUSING, DOLA

With a new statewide public service announcement campaign and a growing list of sponsors and supporters, the Colorado Foreclosure Hotline will be working to reach more homeowners at risk of foreclosure in 2007. On January 15, new public service announcements began airing on radio and television stations throughout Colorado. The announcements will continue to air through April. The new campaign was launched in an effort to reach the tens of thousands of homeowners in Colorado that have recently missed mortgage payments and are at risk of foreclosure.

On February 2nd, Governor Bill Ritter, Jr. called a press conference at the Capitol to draw attention to the hotline and to discuss the importance of foreclosure prevention to Colorado's economic future. The governor noted the importance of homeownership to Colorado communities and committed his support in helping homeowners access quality foreclosure prevention counseling and education. The press conference was followed by a foreclosure prevention symposium bringing together mortgage lenders, foreclosure prevention counselors, and policy makers to explore ways of assisting in foreclosure prevention.

The Colorado Foreclosure Hotline is a project of the Colorado Foreclosure Prevention Task Force, a consortium led by the Colorado Division of Housing of the Department of Local Affairs. The consortium includes mortgage lenders, real estate professionals, county Public Trustees, and housing counseling agencies from throughout Colorado.

The free and confidential hotline, funded in part by the Colorado Division of Housing, provides an easy way for those who may be in danger of foreclosure to talk directly with a trained, professional housing counselor. Counselors can offer free assistance in helping homeowners navigate the foreclosure process and can act as a facilitator between homeowners and their mortgage lenders.



Since it was launched in October of 2006, the Foreclosure Hotline has received over 10,000 calls and continues to receive approximately 75 calls per day from homeowners seeking assistance. Homeownership counseling agencies have been working overtime to deal with the load of homeowners seeking help with their home loans. Preliminary studies of hotline performance indicate that 4 out of 5 callers who meet with foreclosure prevention counselors are able to avoid foreclosure.

The Foreclosure Hotline is the first of its kind in the United States. It is the first statewide hotline tailored specifically to the legal realities of Colorado, as well as the first to connect borrowers with local counselors in communities throughout the state.

Borrowers do not need to be in foreclosure to use the hotline. Anyone who is having trouble making payments or has missed a payment should seek free assistance from a housing counselor as early in the process as possible. The Colorado Foreclosure Hotline is **1-877-601-HOPE (4673)**.

LOMA PORT OF ENTRY OFFICERS FIND ILLEGAL CARGO DURING SAFETY CHECK

BY KIRSTIE NIXON, MCS DIRECTOR
DEPARTMENT OF REVENUE

Colorado Department of Revenue safety inspectors at the Loma Port of Entry were instrumental in apprehending a truck driver transporting 175 pounds of marijuana.

The truck caught the attention of the safety officers for a non-functioning taillight. During the safety inspection the driver was uncooperative and was acting strange. Based on this, the officers called Mesa County Sheriff for assistance, who brought their K-9 Unit.

After the driver gave the Mesa County officers permission to enter the cab of the truck, they discovered the marijuana.

The seized marijuana had an estimated street value between 200 and 300 thousand dollars.

Thanks to the sharp eyes and attention to detail of the Port of Entry officers, the marijuana was kept off the street.



Left to Right: Port of Entry Officers Michelle Burke, Mike Fisher, Jason Greaves & Mesa County Sheriff's Department Officer Mike Miller.

YOU ASKED ... WE ANSWERED!

Editor's Note: Each month, the Department of Personnel & Administration receives dozens of questions from employees throughout the state workforce. Often we address issues that may be of interest to our readers, so we are adding this new column to the Stateline format.

Please send us your questions, and if we can't answer them, we can contact other state agencies and departments in order to get you the information you need. While we are not able to reproduce all the questions we receive, we will do our best to get as many as possible into each issue.

Mr. Gonzales,

My questions concerns "steps" which have been removed from the salary equation. Will there be any attempt to reinstate a "step" mechanism to move salaries along the range, and to reward good state employees for their experience levels in the workforce? My example is that I have been in my present position for over six years, but I have not been able to move along the range. Basically, after almost 20 years with the State I feel very stuck.

Mr. Brown
Department of Transportation

Mr. Brown:

I have heard from many state employees and understand the frustration caused by the inability to move your salary through your pay range. It is too early to say whether or not the State might return to the former 7-step system (replaced July 1998) or "anniversary" system (replaced July 2001), both of which were based solely on how long an employee worked for the State. Rest assured, however, that all ideas will be on the table as I assess the pros and cons of various pay system alternatives for the future.

I have begun a comprehensive review of the State's pay policies and practices for employees in the state personnel system. As you can imagine, this will take some time and collaboration with key players, including employees, employee associations, department heads and legislators. Current statutes call for a pay system based on performance, so I do not envision a major change in the compensation system for the fiscal year beginning July 1, 2007.

While the pay systems as you remember them are not returning at this time, a mechanism to move salaries through the ranges is still in place. The performance component of Achievement Pay provides that mechanism and shares some common features with the former systems. Like step and anniversary systems, the performance component will be a single statewide percentage added to the base salary of all employees rated as successful and exceptional, not exceeding the top of the pay range. The key difference is that the current system

emphasizes the importance of performance rather than longevity, in accordance with statute. In addition, exceptional performers may receive a non-base amount paid as a lump sum in July, which must be re-earned each year.

The primary challenge we have faced up to this point is lack of adequate funding. Performance pay came at the same time the State began experiencing severe financial constraints, so is it likely we would have faced the same challenges if steps or anniversaries were still in place. No mechanism to move salaries through the ranges can work if money is not available to fund it.

I recognize the difficult job the legislature has in balancing all of the State's budgetary demands and mandates within spending and revenue limits, even with the temporary relief of Referendum C. By law, government spending can only grow so much each year even if we have extra income. So as we attempt to recover from the poor economy of the last several years, we have a number of critical priorities competing for a limited amount of new dollars we can spend.

This administration is committed to working with the legislature on the restoration of funding to maintain a compensation system that enables us to recruit and retain the talent needed to effectively serve citizens of Colorado. While it is still early in the budgeting process, I am optimistic that we will make progress this year toward securing meaningful funding for the statutory performance pay policy. Creating a sustainable compensation system for the long term is our ultimate goal.

You should also know that we intend to partner with employees and listen to their good ideas for finding the ineffective dollars in state government that could be better used for the higher priorities, like total compensation and other key programs. I will also be asking employees why they work for state government in an effort to learn how we can make state jobs more rewarding through challenging work and opportunities for career growth. Money is important, but it is not the only reason we work in government. The opportunity to make a positive difference in the lives of our fellow citizens and grow is surely part of the mix. Our focus will be broader than monetary compensation alone and you will be hearing more about these ideas in the coming months.

Thank you again for allowing me the opportunity to address your concerns. I look forward to continued dialogue with state employees on this important issue.

Rich Gonzales
Executive Director, DPA

Please see LETTERS, pg. 7



Why do the State Personnel Rules only allow annual leave hours to be donated, but not sick leave hours?

Nancy
Department of Revenue

Nancy,

The policy has two legal sources, both rule and statute. State Personnel Director's Administrative Procedure (rule) 5-12 actually reflects the statute, 24-50-104(7)(c), C.R.S., that authorizes the transfer of annual leave under certain circumstances. Aside from the legal sources, here is some history behind allowing only annual leave donations:

It is common practice among market employers with leave sharing policies to allow only annual leave transfers. The underlying consideration is based on the cost difference between annual and sick leave.

Annual leave is provided with the expectation it will be used or paid. It is equivalent to wages or fully funded in the sense that we are paid for it as part of the 2080 hours in a year, or paid at 100% when we leave state employment for any reason (up to the maximum accrual). Because we "own" our annual leave, we can choose to donate or transfer it to another employee within the parameters of the law, a systemwide policy, and departmental programs.

Sick leave is different in that the employer provides it in case it might be needed in defined circumstances. It is not fully funded and there is an expectation that it will not be used in its entirety or for purposes like annual leave. Also, it is not paid out upon separation, except in the case of the individual leaving state service who is eligible for retirement. Even then, the payout is limited to 1/4 of the amount accrued, which was meant to be an incentive to save sick leave. Fundamentally, sick leave was created by employers as the first form of short-term disability insurance. Sick leave is essentially an unfunded liability.

When establishing the state law, the General Assembly determined that for the adoption of leave sharing, only annual leave was allowed. They clearly stated that sick leave was not to be transferred, including allowing it at a future point through rulemaking. They wanted to avoid the unfunded liability of sick leave, and increased costs due to an increase in the usage of sick leave.

I hope this information helps clarify the underlying concepts for the transfer of annual leave. Do not hesitate to contact me or Joi Simpson, Statewide Leave Coordinator, if you still have questions.

Karen Fassler, SPHR
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Joi Simpson, Statewide Leave Coordinator, may be reached at joi.simpson@state.co.us.

TODAY'S MULTI-GENERATIONAL WORKPLACE

Think the Generation Gap is over? Think again. There are considerable generational differences in attitudes and approaches to work and careers. The potential impact on organizations has become significant in light of the aging population of Baby Boomers and their impending retirements. This generation makes up 50% of the workforce, and redefining their investment in their careers is on their minds.

At the same time, the much smaller Generation X cohort is beginning to assume positions of influence in organizations, bringing a more casual and individualistic approach to accomplishing goals. Recognizing the value in both the Baby Boomer and Gen X competencies is a business imperative, and encouraging the transfer of learning between the generations is a challenge every successful organization faces.

The youngest generation of workers, the Millennials, are also on the horizon and will bring their own perspective and expectations with them. It is important to utilize the differences that each generation brings to the workplace for solving organizational problems and creating new opportunities.

Learning about these differences is the first step and the Professional Development Center offers a three-hour training session on *Thriving in the Multi-Generational Workplace*. For more information and registration for all our classes, visit our Web page at www.colorado.gov/dpa/dhr/train.

ADDITIONAL PROFESSIONAL DEVELOPMENT CENTER CLASS OFFERINGS:

Coaching, Counseling and Mentoring Skills for Leaders: April 9th; Build skills in more effective leadership through these 3 techniques.

Process Improvement 101: Tools and Techniques, May 14th; Learn about tools for effective decision making and process improvement.

The Respectful Workplace: April 17 or May 30th; Build skills in defining and implementing respect in the workplace.

Thriving in The Multi-Generational Workplace: April 11 or May 15; Build skills in communication and motivation for all 4 generations at work.

The Nuts & Bolts of Supervising: 2 day class May 9th and 10th; Learn the basics that every State supervisor should know.

ANNOUNCEMENTS

STATE SOFTBALL LEAGUE SEASON BEGINS SOON

Every year the Colorado State Employees Softball League invites all State Agencies to participate in the league's summer softball season. The season runs May 14 - July 27, with 10 regular season games. The games are held Monday - Thursday, and begin at 6:00 pm. Location and night of the week your team plays will be determined by which league you are assigned.

Each team must consist of a minimum of 10 players, and is required to field and play a minimum of four women. As this is a State league, five state employees must be on the playing field at all times. Finally, players must be age 18 or older to legally sign the waivers without parental signature.

If you're a State employee interested in playing, contact Johnie Abad via email at johnie.abad@dot.state.co.us, or by phone: Work: 303 757-9163, Home: 303 287-2797 Cell: 720 939-9519.



The State Personnel Board recognizes the service of Don Mares, a former member of the Board and the new Executive Director of the Department of Labor and Employment. The election to fill Don's vacancy will be held at the beginning of May. All certified and trial service state employees are eligible to vote in the election. Pictured from left to right: Deidra Garcia, John Zakhem, Don Mares and Rich Djokic.

STATE CAPITOL AND GOVERNOR'S MANSION FEATURED IN DENVER OPEN DOORS EVENT



The 3rd Annual Doors Open Denver event will take place April 14th and 15th and will feature the Capitol Building and the Governor's Mansion along with 80+ other sites. This is a FREE two-day event that allows the public to go behind the scenes of the city's significant architectural gems. You may spend the day or both days, on a self-guided tour historic and modern buildings. Expert tours, led by leading architects and historians take place Saturday only from various locations.

The Denver Office of Cultural Affairs sponsors the event, and a number of specialized tours are available. These are walking tours, with limited capacity, so please pre-register for free tickets at Event Headquarters, Union Station, 1701 Wynkoop Street. For more information about the event or details on the tours available, visit www.denvergov.org/doorsopendenver.

CFMA/CIMA/CSMA SPRING CONFERENCE TRANSITIONS IN GOVERNMENT: SURVIVAL OF THE FLEXIBLE

The Associations' Spring Conference committee is currently planning another great conference. Plan now to join us on **May 16, 17, and 18, 2007 at the Beaver Run Conference Center in Breckenridge.**

The conference registration form and other relevant conference information can be accessed at <http://www.state.co.us/cima/index.html>.

Those that register by May 4th will receive an early registration discount. Early registration fee is \$95. The registration fee after this date is \$115.

Individuals are responsible for their own lodging reservations. Contact Beaver Run at **1-800-525-2253**, and you will need to identify that you are part of the CFMA/CIMA/CSMA group. You can log onto www.beaverrun.com for more information concerning the resort. Lodging costs start at \$85 per night.

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